



# Improving Employee Performance Through Appraisal and Coaching

*Donald L. KIRKPATRICK*

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## **Improving Employee Performance Through Appraisal and Coaching** Donald L. KIRKPATRICK

Author Donald Kirkpatrick is one of the leading voices on human resources and training and development. For more than forty years, Kirkpatrick's four-level performance evaluation model has been the standard throughout the world, and has revolutionized the way enterprises manage, monitor, and optimize employee performance.

The new edition of Improving Performance Through Appraisal and Coaching contains all the wisdom and step-by-step processes of the original, with all the guidance and tools you'll need to implement a program that gets maximum results.

The book starts with a 40-question test about your organization and its processes and attitudes regarding performance appraisal and coaching. Taking the test both before and after reading the first section of the book will highlight exactly where your existing initiatives can be improved and new ones put in place. Kirkpatrick then goes on to describe in detail how a culture of coaching builds and enhances performance, and how to build this culture across the entire organization.

Examples and eye-opening Notes from the Field both reinforce and complement the author's sage recommendations, illustrating how his approaches can be adopted in their entirety or deployed piecemeal, depending on your organization's specific needs. The case studies, both from major employers, prove the overarching value of a proactive performance appraisal program and vibrant coaching environment.

The book is packed with ready-to-use forms and, more important, instructions and observations on their effective use. Plus, every chapter is designed for practical application, featuring accessible charts and figures, lists of key points, specific suggestions, cause-and-effect relationships, and much more.

While workplaces and jobs have changed dramatically, some truths seem everlasting. One is that in order to obtain exceptional employee performance, you need to build a thorough and consistent appraisal mechanism and coaching program. The other is that there is no one more knowledgeable about how to do it than Donald Kirkpatrick.

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