Performance Management

Putting Research into Action

James W. Smither and Manuel London, Editors



Contents

	1/402	
orev	word	xiii
ntro	duction	xv
The Authors		xxi
1	An Expanded View of Performance Management	1
	Herman Aguinis	
2	Aligning Performance Management with	
	Organizational Strategy, Values, and Goals	45
	William A. Schiemann	
3	Practical Applications of Goal-Setting Theory to	
	Performance Management	89
	Peter A. Heslin, Jay B. Carson, and Don VandeWalle	
4	Coaching and Performance Management: How	
	Can Organizations Get the Greatest Value?	115
	David B. Peterson	
5	The Role of On-the-Job and Informal Development	
	in Performance Management	157
	Paul Squires	
6	Managing Team Performance in Complex Settings:	
	Research-Based Best Practices	197
	Eduardo Salas, Sallie J. Weaver, Michael A. Rosen, and Kimberly A. Smith-Jentsch	
7	CEO Performance Management	233
	Edward M. Mone	
8	Performance Management in Multi-National	
	Companies	271
	David V. Day and Gary J. Greguras	

9	Managing Contextual Performance	297
	Richard R. Reilly and Zvi H. Aronson	
10	Using Performance Management As a Learning Tool	329
	Valerie I. Sessa, Christopher Pingor, and Jennifer Bragger	
11	Diagnosing, Understanding, and Dealing with	
	Counterproductive Work Behavior	359
	Leanne Atwater and Teri Elkins	
12	Forced Rankings: Pros, Cons, and Practices	411
	Peter G. Dominick	
13	Technology and Performance Management:	
	What Role Does Technology Play in Performance	
	Management?	445
	Autumn D. Krauss and Lori Anderson Snyder	
14	Authentic Performance: The Valuation of Behavior	
	as a Negotiated Business Outcome	491
	Thomas Diamante	
15	Assessing Performance Management Programs	
	and Policies	527
	Stanley B. Silverman and Wendy M. Muller	
16	Performance Management of the Future	555
	Nancy T. Tippins and Susan H. Coverdale	
17∼³	Best Practices in Performance Management	585
	James W. Smither and Manuel London	
Name I	Name Index	
Subject Index		645
The Editors		667