

# Performing Effective Performance Appraisals



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The following article first appeared in the Harvard Business review in 1976, but what is especially interesting is that in almost 40 years, the basic theories of performance appraisals have remained relatively unchanged. Of course some organizations have adopted 360 Feedback mechanisms, but those are difficult to implement and even harder to get buy-in at the different levels within an organization – so most companies fall-back on the same old annual review process. Is that a problem? Re-read this seminal piece on performance appraisals before you start your annual process, and ask yourself if it strikes a chord.