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Performance Review, Personality Types and Negotiation

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PERFORMANCE REVIEW (appraisal)

- A method by which the job performance of an employee is documented and evaluated.
- Facilitation of communication,
- Enhancement of employee focus through promoting trust,
- Goal setting and desired performance reinforcement,
- Performance improvement,
- Determination of training needs.



How performance appraisal interview should **not** look like?

- https://www.youtube.com/watch?v=09bp_4Muh8

Preparation. Manager

- Choose neutral territory,
- Let employee confirm date, time, place and content,
- Give employee at least 1 week for preparation,
- Prepare a comprehensive overview of employee's performance,
- Facts, concrete evidence.

Preparation. Manager

Pay attention:

- Goals, stated during previous appraisal interview,
- Real successes and failures and their consequences,
- Conditions of successes and failures,
- Any changes in job description,
- Relationship with other employees,
- Personal development and self-education.
- Use forms provided by company
- Open and relaxed atmosphere
- Mutual respect
- Goal is to gain agreement, it is not the situation where manager commands and employee obeys
- Engage employee in discussion

Appraisal process. Manager

DO

- Prepare
- Listen and ask questions
- Concentrate on performance, not personality
- Be concrete regarding successes and failures
- Gain commitment regarding goals and further actions

DON'T

- Press your ideas
- Be destructive

AFTER

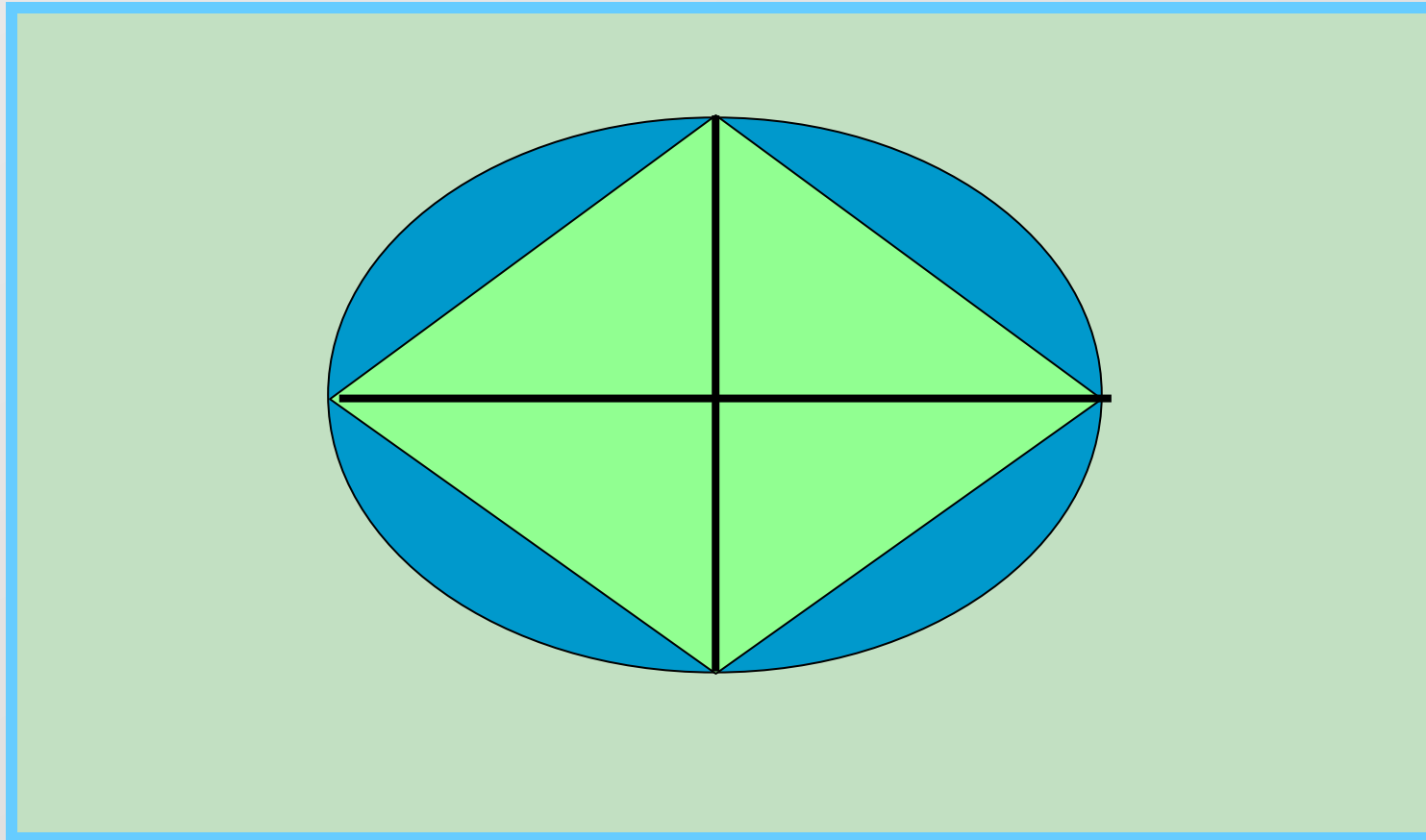
Control improvement,
Observe for problems

Biggest Mistakes Bosses Make In Performance Reviews

- Too vague,
- Everything's perfect – until it's not and you're fired,
- Recency effect,
- No preparation,
- No recognition,
- Not being truthful with employees about their performance,
- No follow-up,
- No discussion around the report's career ambitions.

PERSONALITY TYPES:

David Kantor's Four-Player Model



Potential Impact of the Four Player Model

- Without movers, there is no direction
- Without followers, there is no implementation
- Without opposers, there is no correction
- Without bystanders, there is no perspective

Roles of the Four Player Model

- Movers are not necessarily leaders
- Followers are not weak
- Opposers are not devil's advocates
- Bystanders can be called “Big Picture Synthesizers and Team Paraphrasers”

Stuck Groups

- Individuals get locked into a single form of action
- Opposers are punished by the group, or they dominate
- There are no strong Movers, or no one ever Follows a move
- The Bystander is disabled
- Individuals attach double messages to their moves
- The team is unable to reach closure and produce results
- Lack of capability or flexibility to engage in all four action behaviors

NEGOTIATION

- BATNA
- Anchoring
- Heuristics
- Model Example – multicultural negotiation

BATNA: Best Alternative to a Negotiated Agreement

- The strategy calls for an alternate plan if the talks start to go out of control
- An example is for a buyer to request information from more suppliers before committing
- BATNA should include costs, feasibility, impact and consequences of your alternative

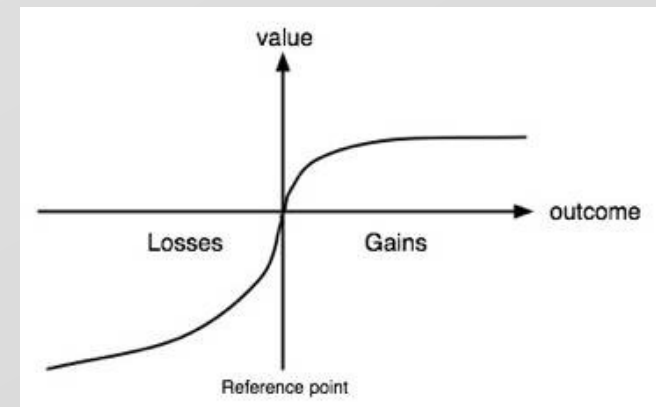
Anchoring

- Anchoring means that first perception lingers in mind, affecting later perceptions and decisions
- A typical example are companies setting price artificially higher, so they present normal price as a „discount“ compared to the initially high price
- This phenomenon holds even if the first anchoring number is completely random, and has a surprisingly large effect



Heuristics

- Heuristics (in psychology) is a practical method to solve problems or calculations not guaranteed to be optimal or perfect
- A typical example of people using heuristics is them trying to avoid losses
- This is useful to negotiators, as they might try to frame all decisions in positive way



Sources:

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