



# Managing and Measuring Employee Performance

By Elizabeth Houldsworth, Dilum Jirasinghe

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As performance management becomes better integrated into businesses, attitudes and approaches to it are evolving. Through case studies and detailed practice examples from leading international organizations, this text addresses the increasing demand for managers in all sectors to manage and measure staff performance. Performance management includes measures on teamwork, long-term thinking, building human capital and customer loyalty. It values leaders who build human capital by motivating employees and developing and managing talent. The book identifies two means of performance management. Performance development promises a motivating workplace and employee career training. Performance measurement, holds employees accountable and measures their contribution. Both have strengths and drawbacks, but successful businesses balance the two to foster employee growth. Includes original research of managers and their attitudes to performance management procedures.

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## **Managing and Measuring Employee Performance** By Elizabeth Houldsworth, Dilum Jirasinghe **Bibliography**

- Sales Rank: #4630534 in Books
- Brand: Kogan Page
- Published on: 2006-10-28
- Original language: English
- Number of items: 1
- Dimensions: 9.18" h x 1.00" w x 6.22" l, 1.00 pounds
- Binding: Paperback
- 245 pages

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#### Review

"Both theoretical and practical...Well suited to both the student and the practitioner...If you want to bone up on the latest thinking on performance management, you need look no further." Benefits and Compensation International "The authors discuss the secrets of performance management at the worlds most admired companies and use international case studies to illustrate new and future trends." Reference and Research Book News "A refreshing and comprehensive review of performance management. A must for those new in HR looking for some direction and inspiration, as well as for the more established HR practitioner... a timely reminder with some golden nuggets of new ideas." Mark Doughty, HR Director, Global Organization Development, Motorola "Authoritative research and theory - with thorough understanding of practical implications for maximizing the value of the time focused on measuring and managing performance - a great combination!" Julia Warren, HR Director UK, Corporate Centre and Global Service Groups, Reuters "Managing and Measuring Employee Performance manages to bridge the gap between theory and practice. Although written with the HR practitioner in mind, the authors have ensured that there is something for everyone, including some very useful case studies. This could be a one-stop-shop for anyone involved in end-to-end performance management." Diana Breeze, Director of Organizational Development, Sainsbury's "Managing and Measuring Employee Performance provides an evolutionary view of performance management" Library Management, Volume 22, Issue 1-2, 2008 (Emerald)

#### About the Author

**Elizabeth Houldsworth** is a member of the School of HR, Leadership and Change at Henley Management College. She previously worked as an HR consultant specializing in performance management. **Dilum Jirasinghe** is a Managing Consultant with Hay Group (UK) focusing on performance management and leadership development. Prior to joining Hay Group, she worked as a business psychologist in a number of private and public sector organizations.

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