

# HOW TO MAKE PERFORMANCE EVALUATIONS REALLY WORK

A Step-by-Step Guide  
Complete with Sample Words,  
Phrases, Forms, and  
Pitfalls to Avoid

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GLENN SHEPARD



John Wiley & Sons, Inc.



## Advance Praise for

### *How to Make Performance Evaluations Really Work*

“From beginning to end, a perfect How To and Why To, with the much needed follow through so many others don’t include! A must have tool for every office manager.”

Hannah Gregory  
Law Offices of Slepian & Schwartz

“WOW! What a wonderful read. I wish all business books were this clear and concise. Glenn captures how easy and powerful performance reviews can be to my business.”

Kent Hutchison  
C.J. Baxter Group

“Glenn Shepard’s book *How to Make Performance Evaluations Really Work* is a simple, straightforward, succinct guide to any supervisor to perform evaluations effectively. This should be recommended reading for all supervisors that perform evaluations.”

Morrison Stevens, Sr.  
Stevens Van Lines

“Glenn tackles head-on the one task most managers either shy away from or perform poorly. In his frank, no-nonsense way, he reminds us that not only should we and can we embrace the performance evaluation tool, we MUST! He then spoon-feeds us the techniques and even the phrases we need to overcome our phobias on this touchy subject and empowers us to move forward with confidence. I no longer dread giving performance evaluations!!”

Rae Wagoner  
Sun Publishing

“Whether you’re evaluating your first or your one hundredth employee, it’s never easy. *How to Make Performance Evaluations Really Work* puts the process on a level playing field no matter what your profession and allows you to apply the same

objective criteria to every employee. It also proves invaluable in opening those difficult doors of communication with the next generation employee and reveals the hidden keys to their values and motivations.”

Dennis Burton  
Paradox Films

“There is always that delicate line between constructive criticism in a performance evaluation and that of completely crossing the line to alienate your employee. Glenn Shepard shows you how to artfully master the approach to constructively reinforce positive work attitudes from your employees, thereby making them invaluable to you, while teaching you the fundamentals of a true performance evaluation. Glenn gives us clear guidance on common mistakes managers make and tips for handling that “oh so delicate” moment. A definite must-have for every business bookshelf!”

Melissa Hutcheson  
Statewide Realty

“I didn’t even know that I needed this book until I started reading it! I have been doing employee evaluations for years and was at the point where I was wondering “Why am I putting myself and my employees through this?” Glenn’s fresh ideas and insights have rejuvenated my efforts. He has given me the tools I desperately needed to ensure successful results from these important dialogues.”

Vicky Tharp  
Arcade Printing Company

“Glenn really hits home by reminding me why performance evaluations are so crucial and inspires me to make scheduling them a priority. His down to earth approach also eliminates the anxiety and procrastination.”

Linda Radencic  
Sky Bank

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For the man who gave me the most empowering  
and liberating gift anyone can give—a strong work  
ethic.

Thanks, Dad!



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# Preface

**P**erformance evaluations are a management tool. This tool is like a hammer. A hammer is neither good nor bad. It is an inert tool that can be beneficial or detrimental, depending on the skill of the person using it. It can be used to build a house, nail down squeaky floors, or hang a picture. It can also break your toe if it falls off the workbench or slips out of your hand. Performance evaluations can also be beneficial or detrimental to a company, depending on the skill of the manager. When used properly, this management tool can have immeasurable impact on employees' morale, performance, and attitude. It can also be the single most effective tool for focusing an individual's attention on company goals. Performance evaluations give an employee guidance, feedback on how management views his performance, encouragement, and constructive criticism. They also give the manager feedback on how the employee views his own performance. Performance evaluations can help prevent lawsuits, win claims for unemployment benefits, and prevent investigations for discrimination.

There are dozens of books on performance evaluations. This book is not designed to be the bible of performance evaluations. This is a hands-on tool designed to be a simple, quick, and easy-to-understand aid to supervisors who need to understand the subject without over complicating it.



# Acknowledgments

I have discovered that the most difficult part of writing a book is writing the acknowledgments. I'm not sure if it's because I'm afraid I'll leave someone out or because it signifies the end of the project. Perhaps it's because authors can be a bit pompous, and acknowledging that we can't do it alone is humbling. With that in mind, I wish to thank the following individuals.

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purchase of my first business and gave me the best financial advice for a small business owner: “Don’t spend a single penny you don’t have to spend during your first year in business.” To Carrie Herr at the University of Toledo for giving me my big break at the ripe old age of 27; to my dedicated staff, who remain nameless at their own request—you are the best employees a manager could ever hope to have. To Dave Ramsey, for his daily affirmation that there’s a great place to go when people are broke, and it’s called “work”; to Dennis McKenzie for his patience in managing a young problem employee named Glenn Shepard so many years ago; to Dr. Jerry Sutton for his inspiration; to Dr. Ralph Hillman of Middle Tennessee State University for helping me become a more competent public speaker; to Dr. Richard Corbin of Georgia Tech, who taught me to expand my horizons and think outside the box; to Dr. Richard Quisling, voice doctor of the country music stars, for keeping my vocal chords in tune. To Kent Hutchison of C.J. Baxter Group; Dennis Burton of Paradox Films; Hannah Gregory of Slepian & Schwartz; Rae Wagoner of Sun Publishing; Vicky Tharp of Arcade Printing Company; and Melissa Hutcheson of Statewide Realty for their votes of confidence. To Myron Griffin, whose immortal words “Big dreamers never sleep” are engraved on the back of my wristwatch; to Pat Miles at the University of South Alabama, for 10 years of support and standing up for me when I became a lightning rod of controversy; to Patti Sabin of Toastmasters, who was the first person to tell me I had the talent to be a professional speaker. That one comment changed my life, Patti! To Tom Howard, my first business partner and venture capitalist, who gave me the



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