

.....

Suggestions for Using “Pinpointing Diversity-Related Influences That Impact Performance Evaluation”

Objectives:

- Identify diversity-related variables affecting performance evaluation
- Gain information that will help determine actions to take to overcome diversity-related obstacles to performance evaluation effectiveness

Intended Audience:

- Managers wanting to increase effectiveness of performance evaluation with diverse employees
- Trainees in a managing diversity seminar

Processing the Activity:

- Facilitator gives brief explanation of the diversity-related influences that impact performance evaluation.
- Using the worksheet, individuals analyze a recent performance evaluation experience with an employee from a different background. They check any of the variables they perceived as influencing the process, then jot down the employee behaviors that indicated this factor was operating. In the final column, they write any actions the manager could take to improve communication and get buy-in from the employee.
- Small groups can discuss those variables checked and behaviors observed, and then brainstorm additional actions the manager could take.
- The whole group discusses brainstormed suggestions for managers.

Questions for Discussion:

- Which variables had the most impact?
- What was the effect these variables had on the performance evaluation?
- What could the manager do to deal with these variables and overcome any potential obstacle?
- What insights have you gained?

Caveats and Considerations:

- This worksheet can be used as a coaching tool in helping managers develop more effective performance evaluation skills.
- This worksheet can be used by managers as a planning tool when setting up future performance evaluation sessions.