



IS KEEPING THE PEACE WORTH IT?

I do not always provide an accurate rating of my employee's performance. I tend to grade higher than what is deserved. I think I want to avoid conflict and the souring of the relationship, which I depend on to get work done. What am I risking with this practice?

The practice of grading an employee's performance higher than you should is called "rating inflation." It's a well-known phenomenon in management, and often the reason it occurs is that the leader is trying to keep peace with the worker whose performance or behavior is problematic.

To your credit, you recognize

that your 'fears' are driving your 'grading' distortions.

Unfortunately, the short-term gains of rating inflation are usually outweighed by the long-term negatives. For example, getting a higher rating than they deserve will give your employee...

- a false sense of pride in their work
- a lack of awareness of threats to the employee's career growth such as a poor teamwork environment
- their productivity standards may be compromised with the false sense of success from the elevated rating

Consider meeting with an employee assistance professional to examine the issues driving your 'grading' distortions more fully. Discuss what contributes to your fear of grading the employee properly. Also discuss communication strategies likely to help you meet your goal to establish a more truthful supervisor-supervisee relationship that will benefit you, the employee, and the organization.

This information is not a substitute for the advice of a qualified professional. Contact your EAP for access to professional and certified assistance.

Leadership Orientation Training - Session B
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ATTENTION: SUPERVISORS, MANAGERS, ADMINISTRATORS:

Session A: "Leadership Orientation to the EAP", is always available on the website. Please check your wallet cards or contact your HR department for your username and password.

Website Information – Webinars are available in the Work/Life Services site. Log in on Connections website go to Employee or Leadership Resources tab to access webinars, continue to scroll down on the Work/Life Services opening page. (All webinars are archived for later viewing.)

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