

Contents

Foreword	xiii
Introduction	xv
The Authors	xxi
1 An Expanded View of Performance Management	1
Herman Aguinis	
2 Aligning Performance Management with Organizational Strategy, Values, and Goals	45
William A. Schiemann	
3 Practical Applications of Goal-Setting Theory to Performance Management	89
Peter A. Heslin, Jay B. Carson, and Don VandeWalle	
4 Coaching and Performance Management: How Can Organizations Get the Greatest Value?	115
David B. Peterson	
5 The Role of On-the-Job and Informal Development in Performance Management	157
Paul Squires	
6 Managing Team Performance in Complex Settings: Research-Based Best Practices	197
Eduardo Salas, Sallie J. Weaver, Michael A. Rosen, and Kimberly A. Smith-Jentsch	
7 CEO Performance Management	233
Edward M. Mone	
8 Performance Management in Multi-National Companies	271
David V. Day and Gary J. Greguras	

9	Managing Contextual Performance	297
	Richard R. Reilly and Zvi H. Aronson	
10	Using Performance Management As a Learning Tool	329
	Valerie I. Sessa, Christopher Pingor, and Jennifer Bragger	
11	Diagnosing, Understanding, and Dealing with Counterproductive Work Behavior	359
	Leanne Atwater and Teri Elkins	
12	Forced Rankings: Pros, Cons, and Practices	411
	Peter G. Dominick	
13	Technology and Performance Management: What Role Does Technology Play in Performance Management?	445
	Autumn D. Krauss and Lori Anderson Snyder	
14	Authentic Performance: The Valuation of Behavior as a Negotiated Business Outcome	491
	Thomas Diamante	
15	Assessing Performance Management Programs and Policies	527
	Stanley B. Silverman and Wendy M. Muller	
16	Performance Management of the Future	555
	Nancy T. Tippins and Susan H. Coverdale	
17	Best Practices in Performance Management	585
	James W. Smither and Manuel London	
	Name Index	627
	Subject Index	645
	The Editors	667