8.6 Performance and change

Name: _____ Class: _____ Date: _____ **Total: 12 marks**

KEY WORDS force-field analysis • performance appraisal

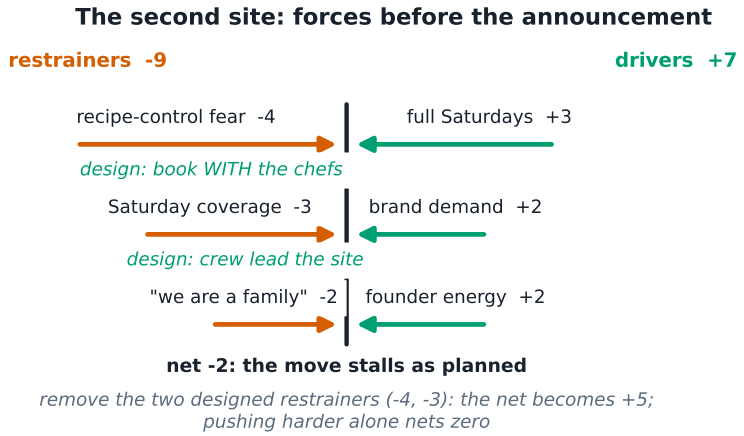
Objective

Design appraisal against rating errors; build a force-field with weighted forces; treat resistance as information.

1 Key knowledge and worked examples

■ Anchors and forces

Anchored criteria + multiple raters + the year not the fortnight. Force-field: drivers vs restrainers, weighted; designs remove restrainers; resistance is missing information.



Remove restrainers, then push

■ Worked example. The second site

+7 vs −9 nets −2; writing the book WITH the chefs removes −4 and the crew-lead design removes −3, leaving −2 → net **+5**. "Push harder" alone (+2 against −9) nets zero.

2 Practice

A clinic adopts a new records system. Drivers: audit pressure +3, consultant enthusiasm +2. Restrainers: typing workload −4, "the old system knows me" −3, fear of looking slow −2.

2.1 Draw the field: compute each side's total and the net. [3]

2.2 Design two removals for the −4 and −3 restrainers, and compute the new net. [3]

2.3 A senior nurse's resistance turns out to be knowledge: the new system drops a field the old one captured. What changes in the plan – and what is gained? [3]

2.4 The appraisal grades the nurse "difficult" citing the autumn slowdown. Name two rating errors and redesign the rating. [3]

Solutions

2.1

- Drivers: $3 + 2 = +5$.
- Restrainers: $4 + 3 + 2 = -9$.
- Net: -4 – the adoption stalls.

2.2

- Design A: scribes/admin support during transition (removes -4).
- Design B: parallel run with the old system for six weeks (removes -3).
- New net: $+5 - (-2) = +7$.

2.3

- The field spec gains the missing capture; her name is on the change.
- The strongest restrainer becomes a driver.
- Gained: free consulting – and trust instead of its price.

2.4

- Errors: recency (autumn) and halo/contrast ("difficult" grading everything).
- Redesign: monthly one-line ratings over the year.
- Behaviour-anchored criteria for "records handling", two raters.

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