8.6 Performance and change

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

KEY WORDS force-field analysis • performance appraisal

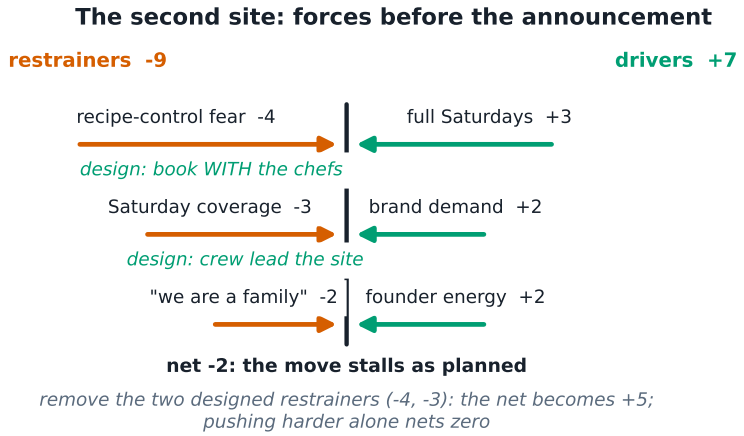
Objective

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]