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Ranking: Good

Management, or Just a

Flawed and ...

The Rationale for

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Forced ranking may be the electrified third rail of human resource management. In an

excerpt from a new book, author Dick Grote makes the case for the controversial employee-evaluation system—at least on an interim basis. by Dick Grote Editor's note:

Forced ranking systems direct managers to evaluate their employees'

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Dick is the author of the books, Discipline Without Punishment, The Complete Guide to Performance Appraisal, The Performance Appraisal Question and Answer Book, and Forced Ranking: Making Performance Management Work, which was published

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Ranking Making
by the Harvard

Business School Press
in November 2005.

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About Dick Grote -
Grote Consulting

But the argument that
forced ranking is
illegally discriminatory
seems specious. On
one hand, the Microsoft
suit alleges that the
system, by bolstering a
good-old-boy
mentality, encourages
white

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Forced ranking
assesses employee
performance relative to
peers rather than
against predetermined
goals. It's a
performance
management tool
that—when used
right—has increased
productivity,...

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11/5/2001 Performance

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appraisals used to be a way to reward employees. Now employee rankings are being used to lay off workers as the economy sours. But critics maintain that so-called forced rankings are discriminatory. At Ford, white males said they were shoved aside to make room for younger women and African-Americans. And one African-American at Microsoft alleged in

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a lawsuit that ranki...

Ranking Making Performance Arguments Against Forced Ranking of Employee Performance

...

Forced Ranking. If there's one thing that proponents and opponents might agree on, it's the assertion by Dick Grote, president of Grote Consulting Corp. in Dallas and a longtime advocate of forced ranking, that "it's probably the most

Read Online By Dick Grote Forced Ranking Making controversial issue in management” today.

The Pros And Cons Of Forced Rankings: A Manager's Perspective

There are certainly concerns about the forced ranking process I mentioned last time.

Turns out, most of those concerns are actually benefits. First objection—it's arbitrary. Well certainly using a predetermined distribution (like top 20

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percent, vital 70
percent, and bottom 10
percent) is
arbitrary—and that's
its great value.

Forced Ranking - SHRM Online

Forced ranking (is) the controversial practice of rating employees from best to worst. The method, sometimes called “rank and yank,” was pioneered by Jack Welch when he ran General Electric Co.

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Ranking Making
from 1981 to 2001,

and was rapidly
adopted by other firms.

Management Work
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What Is Forced
Ranking? - CBS News
Forced Ranking • Jack
Welch, CEO of General
Electric, “Forced
Ranking method,
companies break down
the workforce into 3
categories: The top
20%, the middle 70%
and the bottom 10%”.

- Top 20% must be
loved and nurtured in

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the soul and wallet and
the bottom 20% must
be removed.

Microsoft Isn't The Only
Tech Company Doing
Forced ...

Dick Grote is President
of Grote Consulting
Corporation in Dallas,
Texas. He is an interna
tionally-recognized
expert in performance
management. He's the
author of "The
Complete Guide to
Performance

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Ranking Making
Appraisal," "The
Performance Appraisal
Question and Answer
Book," "Forced
Ranking: Making
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and "Discipline Without
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Making Performance
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[Dick Grote] on
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Ranking Making
Amazon.com. *FREE*
shipping on qualifying
offers. This is a
comprehensive how-to
guide to designing and
implementing a fair
and effective forced
ranking system

Making Forced Ranking
Work, Part Two -
Workforce

Dick Grote's book, The
Complete Guide to
Performance Appraisal,
is the most
comprehensive

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resource on
performance
management available.
It provides an objective
assessment of the
many performance
appraisal methods
available, tells you
frank advice on what
works and what flunks,
and gives you
insightful tips on how
to get the most value
from ...

Spotlight on Dick Grote
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Dick Grote's new book,
Forced Ranking:

Making Performance
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argues that forced
ranking doesn't have
to be a dog-eat-dog
Darwinian exercise. by
Dick Grote December
7, 2005 Here, from
Appendix A to the
book, is a CEO's memo
to executives who
would serve as
assessors in the
company's forced
ranking process.

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Dick ...

- The paper presents an interview with consultant Dick Grote.,
- An interview with Dick Grote, explaining the rationale for the process of forced ranking and the difference between this system and standard performance appraisal., - Grote

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discusses the reasons
for the contentiousness
of forced ranking and
explains how its
apparent downsides
can be combated., -
Describes how the
process ...

For Whom the Bell
Curve Tolls - The
Controversial Practice

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information about
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Across the Board-

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Read Online By Dick Grote Forced Ranking Making Forced Ranking-Behind the Scenes

In an article the
Harvard Business
Review published,
Management
Consultant Dick Grote
states: "Many critics of
forced ranking have
acknowledged that
while the procedure
may in fact improve
the overall quality of a
company's workforce,
it may do so at a steep
price, producing
adverse consequences

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in such areas as employee morale, teamwork and collaboration, the unwillingness of applicants to sign on with an employer who uses a forced ranking process and shareholder perceptions."

Forced Ranking:
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Forced ranking may be

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Ranking Making
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Handover

the electrified third rail
of human resource
management. In an
excerpt from a new
book, author Dick
Grote

forced ranking -
SlideShare

This month on
Forbes.com there's
been a spirited
dialogue around the
controversial
management
technique known as
"stacking," or forced

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ranking. Here's one
manager's hands-on
perspective.

Forced Ranking:
Making Performance
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HBSWK ...

Dick Grote, Grote
Consulting, believes
forced ranking can
make employees
happy. Wikipedia
Microsoft has been
taking a lot of heat
over its employee
review process known

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as "forced ranking"
or...

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Forced Ranking: Good
Management, or Just a
Flawed and ...

Although most large
organizations refuse to
publicly discuss or
even confirm whether
they're using some
form of forced ranking,
as many as one-third of
Fortune 500 companies
use such systems,
says...

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