
Case Study 3 - Discussion Questions¹

Performance Management at Vitality Health Enterprises, Inc.

Instructions: For each of the following questions, respond in 2 – 3 sentences. Submit your responses via Canvas before the start of class on the due date. The objective of this assignment is to facilitate your understanding and analysis of the case study prior to class. This preparation will enable you to better engage in class conversation and will enrich the overall quality of group discussion. (You will receive full points for thorough yet succinct responses, partial credit for incomplete responses, and zero credit for non-completion.)

1. Who should evaluate employees' performance? Why?

While there can be multiple answers for this question, depending on one's point of view, an important element is that employees should be evaluated by those who can actually see their performance (e.g., team members, team leaders, line supervisors, managers). A second important element is that those who are evaluating should also be trained on the performance standards and criteria.

2. What should leaders do when (individual, team, organization) performance is lacking?

When individual, team, org performance is lacking, leaders need to look at where the gaps in performance lie and what the root causes could be.

3. Should the new performance review system at Vitality Health be revised? What changes would you recommend to the new performance management system? How should the changes be implemented? Carefully consider the consequences of your recommendations.

4. Is the revised performance management system better than the system it replaced? In what ways? In what ways is it worse?

Several improvements: 1) The relative PM system allows for gre

ater differentiation between employees. 2) It forces managers to distinguish among employees. 3) Underperforming divisions are less likely to be filled with "overperforming" employees. 4) Performance reviews are no longer biased by environmental factors (e.g., economy).

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