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## Addressing Difficult Issues in the HRM Bubble

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## TEACHING & LEARNING

# Addressing Difficult Issues in the HRM Bubble

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In 2012, a *Forbes Magazine* article by Sylvia Verhauser-Smith claimed that there is no organizational practice more broken than performance management. A big statement, but with the ring of truth. The author listed three reasons for this failure of performance management as an HR intervention: everyone hates it—employees and managers alike; nobody does it well—it’s a skill that seemingly fails to be acquired despite exhaustive training efforts; and it fails the test of construct validity—it doesn’t do what it was designed to do, that is, increase performance.

The Teaching & Learning Section is pleased to bring you an article that might change your mind about how to think about performance management as a class topic. “The Bubble Factory: Addressing Difficult Issues in HRM” by Drew Harris presents an innovative exercise and classroom design to give

students some practice in setting up a performance management process with an evidence-based outcomes measure to allow participants to see exactly how various interventions succeed in changing performance. The exercise is engaging, timely, and provides an overview of a variety of HRM functions—job description, selection, realistic job preview, training, discipline, performance evaluation, and pay for performance. With this as a teaching tool, we have a good approach to performance management that might refute *Forbes’s* pessimistic view of the topic.

### REFERENCE

Verhauser-Smith, S. (2012). *Three reasons performance management will change in 2013*. Retrieved from <http://www.forbes.com/sites/sylvia-verhausersmith/2012/12/16/the-new-face-of-performance-management-trading-annual-reviews-for-agile-management>

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