

4. Perception

Figure 1.11

Contrasting perceptions between managers and their subordinates: The case of the performance appraisal interview.

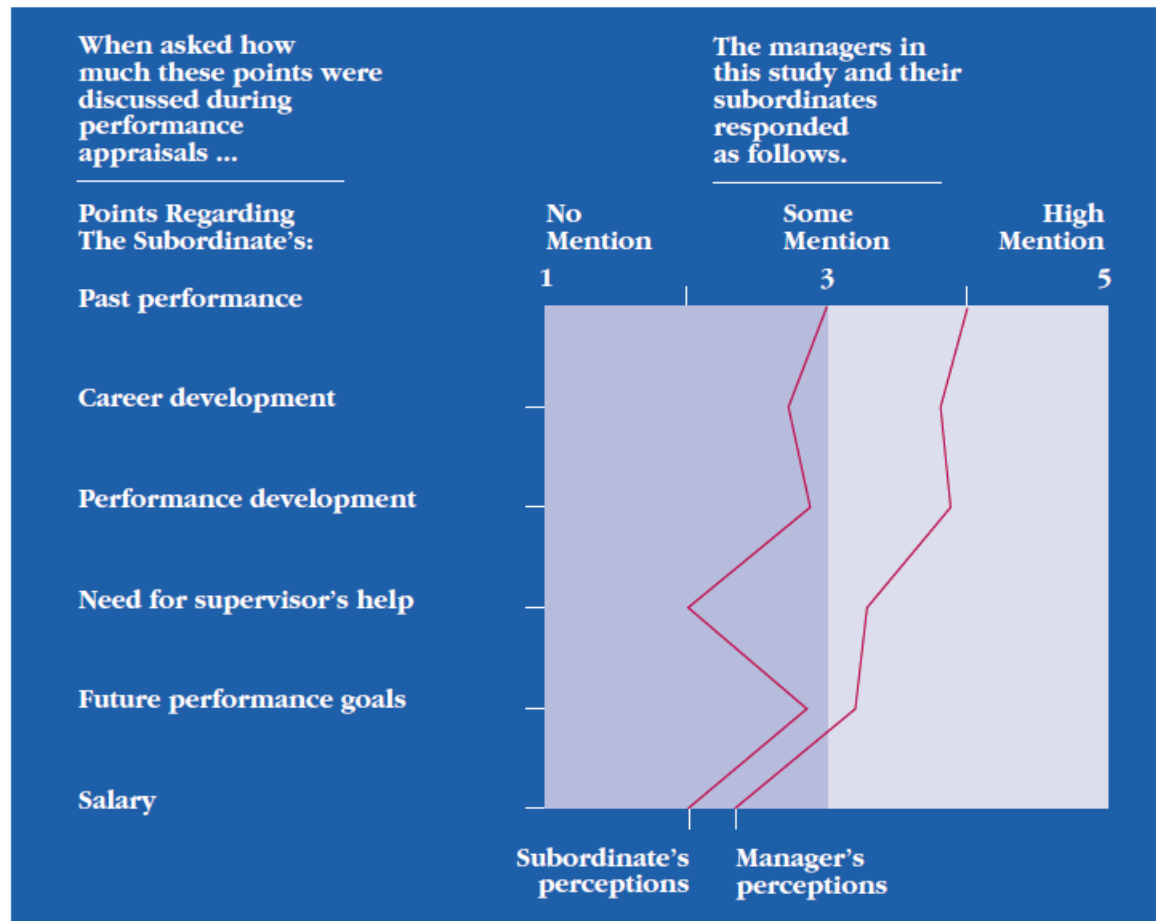


Figure 1.12

Factors influencing the perceptual process.

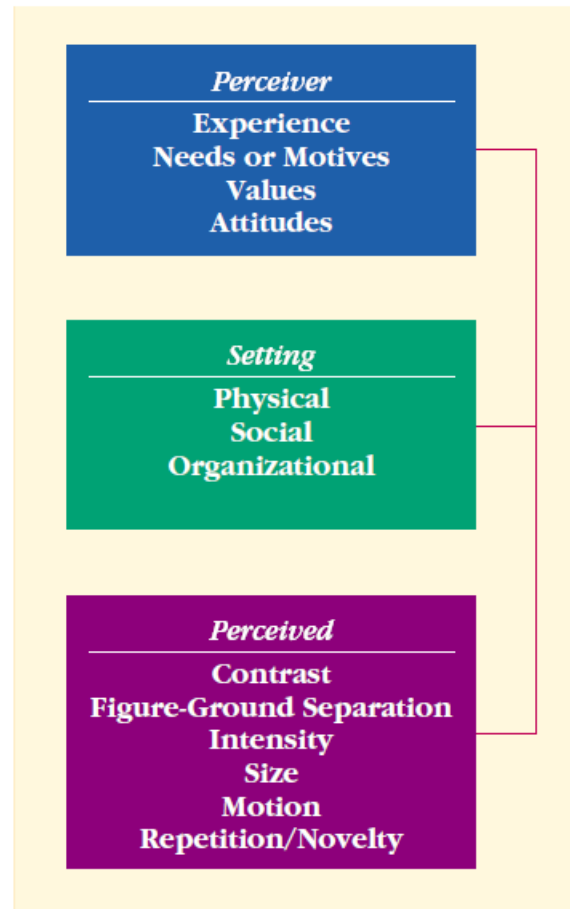


Figure 1.14

The perceptual process.

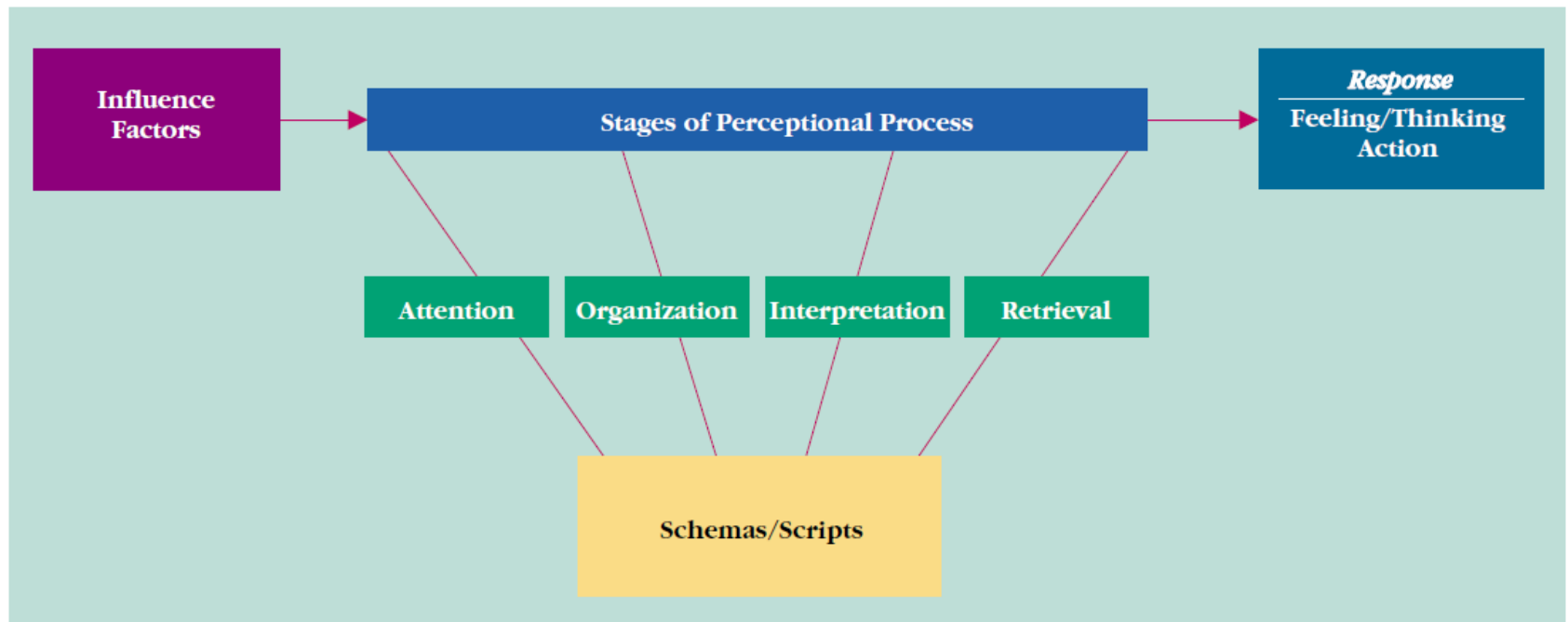
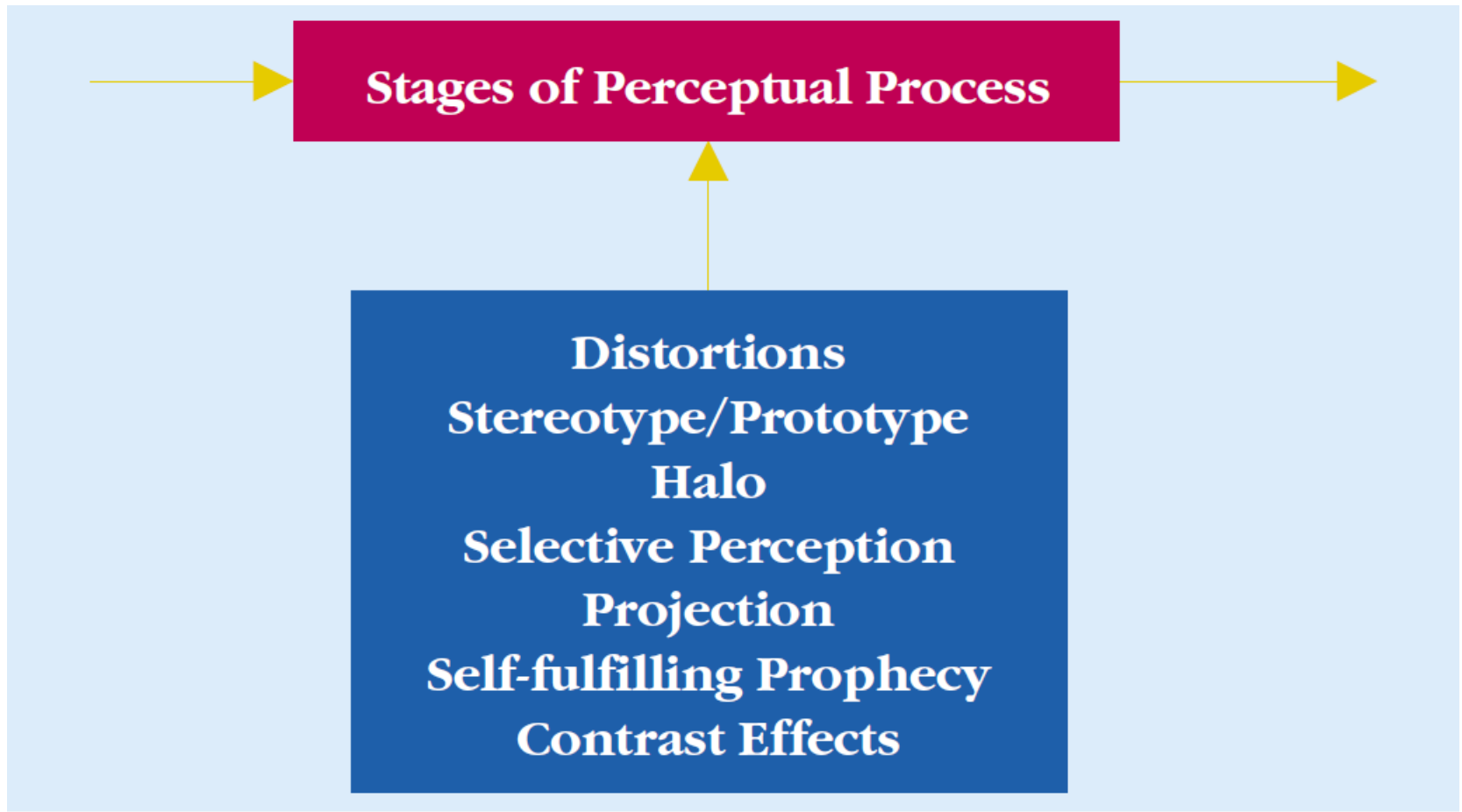


Figure 1.15

Distortions occurring in perceptual process stages.



CREATING POSITIVE SELF-FULFILLING PROPHECIES FOR EMPLOYEES

- Create a warmer interpersonal climate between your subordinates and you.
- Give more performance feedback to subordinates—make it as positive as possible, given their actual performance.
- Spend more time helping subordinates learn job skills.
- Provide more opportunities for subordinates to ask questions.