# Article information:

Performance Management | 22 | v4 | Experiences and Challenges | Tom Ch  
<https://www.taylorfrancis.com/chapters/edit/10.4324/9780429270680-22/performance-management-tom-christensen-per-l%C3%A6greid>

# Article summary:

1. Performance Management (PM) in practice often falls short of the ideal due to a narrow focus on technical aspects, with the need for a broader framework that includes organizational and political perspectives.

2. PM systems work well under certain conditions but face challenges in handling transboundary tasks, wicked issues, and research gaps, particularly in the context of central government in Norway.

3. While PM is necessary and useful, it is difficult to achieve success when approached solely from a managerial perspective; there is a need to incorporate political aspects into performance management for more effective outcomes.

# Article rating:

May be slightly imbalanced: The article presents the information in a generally reliable way, but there are minor points of consideration that could be explored further or claims that are not fully backed by appropriate evidence. Some perspectives may also be omitted, and you are encouraged to use the research topics section to explore the topic further.

# Article analysis:

The article provides a comprehensive overview of Performance Management (PM) in recent decades, focusing on the experiences and challenges faced in practice. The theoretical and conceptual section at the beginning sets the stage for understanding PM within the broader framework of organization theory and emphasizes the importance of considering performance management as more than just a technical issue. This is a valuable perspective that helps readers understand the complexities involved in implementing effective PM systems.

One potential bias in the article is its focus on central government and specifically on Norway. While this case study provides valuable insights into PM practices in a specific context, it may not be representative of PM experiences in other countries or sectors. The article could benefit from including more diverse examples to provide a more comprehensive understanding of PM across different settings.

The article also makes unsupported claims about the effectiveness of PM, stating that it is necessary and useful but difficult to attain. While PM can indeed be beneficial for organizations, it is important to acknowledge that there are also limitations and challenges associated with its implementation. By presenting a more balanced view of both the benefits and drawbacks of PM, the article could provide a more nuanced understanding for readers.

Additionally, the article lacks exploration of potential counterarguments or alternative perspectives on PM. By only presenting one side of the argument, the article may come across as one-sided or promotional in nature. Including discussions on different viewpoints and addressing potential criticisms would strengthen the overall credibility of the analysis.

Overall, while the article offers valuable insights into PM experiences and challenges, there are areas where it could benefit from addressing biases, providing more balanced perspectives, and exploring alternative viewpoints to offer a more comprehensive analysis. By incorporating these considerations, the article could enhance its relevance and credibility for readers seeking to understand performance management practices in various contexts.

# Topics for further research:

* Criticisms of performance management systems
* Alternative perspectives on performance management
* Performance management challenges in different industries
* International comparisons of performance management practices
* Performance management limitations and drawbacks
* Performance management best practices and strategies

# Report location:

<https://www.fullpicture.app/item/68a3402875006da67f9485f39551548a>