

# **EFFECTIVE PERFORMANCE APPRAISAL (2-Day Workshop)**

Performance Appraisal is not just about going through the process of holding Appraisal Interviews, and mechanically completing the forms.

Instead, Performance Appraisal is a very effective tool for managers to use to help them manage their staff.

Getting the best use of Performance Appraisal includes:

- **Developing and using a wide range of skills and techniques.**
- **Choosing an Appraisal System that best fits your organization; and making it work.**

This two-day workshop provides training in both these areas.

## **Objectives:**

- ◆ To learn and practice the skills and processes involved in carrying out effective Performance Appraisals.
- ◆ To adopt a planned approach to carrying out an Appraisal Interview.
- ◆ To understand the range of available Appraisal Systems and identify their advantages and disadvantages; and learn how to manage their disadvantages.
- ◆ To learn how to use the Appraisal Process to achieve measurable results.

## **Learning Methods:**

- This is a highly participative and practical workshop.
- Delegates will practice all the skills involved in the Performance Appraisal Process, and review and refine the use of these skills, through the use of:
  - Exercises.
  - Role Plays.
  - Team Tasks.
  - Group Discussions.
- Inputs will be provided on the various skills and techniques; with handouts provided.

## **Who Should Attend:**

All managers who have people working for them, and have to carry out Performance Appraisals.

It is also suitable for HR staff who are responsible for managing and implementing a Performance Appraisal System.

## CONTENTS OF THE WORKSHOP INCLUDE:

- A Range of Skills and Techniques for Carrying out Appraisal Interviews.
- Methods for Setting Goals and Measures; and Agreeing a Common View of the Job.
- Ways of Weighting Principal Accountabilities.
- Structuring the Appraisal Interview - The 3 Stages.
- Skills for Giving Constructive Feedback on Behaviour and Performance.
- Use of Counselling Skills To Explore and Develop Solutions To Performance Problems.
- Using Assertiveness Skills To Deal with Conflict; Refusing Requests; Saying No.
- Preparing for the Appraisal Interview, Gathering Information; Preparing The Appraisee; Physical Environment.
- Use of Active Listening and Questioning Skills.
- Identifying Training Needs Using Critical Incident Review, and Key Questioning Techniques.
- Personality Differences and How They Affect Behaviour.
- Appraising Difficult People.
- Carrying Out Appraisals In A Matrix Management Type Organization.
- The Range of Appraisal Systems Available: Their Advantages and Disadvantages and How To Manage These.
- Different Ways of Evaluating Performance and How To Get The Best Use From Them.
- The Common Problems with the Appraisal Process and How To Deal With Them.

### Number Of Delegates

Because of the interactive nature of this workshop, a maximum number of 12 people can attend the workshop.

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