

---

## **Appraisals - Effective Development Reviews**

### **A one day programme**

Staff appraisals form a major part of the business relationship between manager and staff. The process of appraising someone should be a pleasant and rewarding experience for both parties. We show you how to build an appraisal procedure around a sound formal method that focuses on achievable goals set by you and accepted by the member of staff. More importantly, however, we show you how to provide personal guidance on how to get the most from the experience. Appraisals need to focus on achievement and continuous improvement.

This does not mean that they happen once a year and are then put away until next year, monitoring and mentoring has to take place between the formal sessions. The staff appraisal has to contain commitment from the company, the manager and the member of staff and we show you how to achieve this in an effective way. We show you how the time between formal appraisals needs structuring to monitor the progress of the member of staff towards the goals, and how to coach them towards attainment of these goals.

### **Key elements of appraisals**

A development review provides an opportunity for communication between the person who assigns the work and the person who performs it. It allows them to discuss what they expect from one another and how well those expectations are currently satisfied. However, all too often development reviews take place at the last minute and then done hurriedly. When this occurs, the results are poor. The reviewer feels guilty, and the reviewee feels unimportant and let down by the reviewer and the organisation. Development reviews are not adversarial proceedings or social chitchat. They are an essential communication link between two people with a common purpose – performance improvement. Leading these discussions is not always easy, but the principles and techniques for effective reviews are not difficult to learn. You need to make sure that your organisation's reviews procedures achieve the following:

### **The programme enables participants to:**

- Understand the basic interpersonal skills needed for appraising someone.
- Appreciate the other person's position and understand their behaviour
- Be aware how your organisation works, its culture and its rules
- Learn how to deal with the difficult appraisal more effectively
- Develop you own appraisal techniques
- Prepare better for appraisals

### **Learning outcomes:**

Managers will learn how to understand other people's behaviour, and more importantly their own behaviour in an appraising situation. They will have the opportunity to test the theory against there own experience and test and measure how they cope in various role-play situations. With this information we will guide them to formulate action plans to improve their appraisal techniques and to deal with those difficult appraisals.

---

## **Programme Agenda**

### **Effective development reviews**

The modern working environment  
Performance reviews  
Development reviews  
The functions of development reviews

### **What a good review delivers**

Coaching towards goals and better standards  
The mixed blessing of goals  
Improving standards

### **The review discussion**

Feedback that makes a difference  
Unhealthy feedback assumptions  
Mistakes that will not go away  
Positive feedback and motivation  
Negative feedback and de-motivation  
Discussing unsatisfactory performance  
Getting people to talk feely  
Personal growth and development  
Closing the review

### **The typical delegates are:**

Managers whose work demands that they appraise, mentor and monitor their staff's performance. We cover the two most common situations managers reviewing staff and managers reviewing the work of teams in a group environment.

### **The organisation and its systems**

Systems drive performance  
Improving the system  
Monitoring the system

### **Preparation**

The reviewer's preparation  
The reviewee's preparation  
Pitfalls for the reviewer to avoid  
The reviewer's action plan  
The focus of the review  
Review discussion model

### **Following up an appraisal**

Suggestions for following up  
A checklist for managers  
Setting a personal action plan  
Arranging monitoring and mentoring  
Milestones in between formal appraisal  
Using a standardised company form