



## Appraisal Skills

### Aim:

To understand the nature of the appraisal meeting, judging performance as fairly and objectively as possible and to provide a structure for the preparation and delivery of the interview itself.

### Key Objectives:

At the end of the 4 hour course, participants will be able to: -

- Understand the purpose and benefits of appraisal, for both Appraiser and Appraisee
- Appreciate the consequences of delivering a poor appraisal process
- Define what the annual appraisal interview covers
- Appreciate the challenges of getting across fair and objective 'pictures' of performance to the Appraisee
- Effectively prepare for the appraisal interview
- Undertake an effective appraisal interview
- Deal effectively with a range of challenging appraisees

### Content

Specifically, the course covers:

- Delegate expectations and course objectives
- Input and discussion around the:
  - Purpose and benefits of appraisal, for both Appraiser and Appraisee
  - Consequences of delivering a poor appraisal process
  - Defining what the appraisal interview can cover
  - Challenges of delivering an effective appraisal process, including minimising subjectivity when assessing performance
  - Stressing the importance of ensuring that the Appraisee sees the same 'picture' of performance as the Appraiser.
- Completion of the 'Waiter Rating' exercise in syndicate groups to highlight the range of standards, and the challenges of assessing a 'fair' picture of performance
- Discussion exercise around ways of minimising subjectivity in assessment of performance
- Syndicate, flipcharted exercise to establish the key areas of preparation in 3 aspects – preparing the EMPLOYEE, ENVIRONMENT and MANAGER
- Input on 'best practice' method of delivering the appraisal interview
- A syndicate, flip charted exercise establishing ways of dealing with a range of appraisal interviewees at work, including:
  - Cindy Silent – getting her to 'open up'.
  - Negative Nigel – he thinks it's a waste of time.
  - Ambitious Amber – an over-inflated view of her own potential to get promotion.
  - Fearsome Fred – flies off the handle at work.
  - Wandering Wayne – goes off at a tangent in discussions, very talkative – you can't get a word in edgeways.
- Review of workshop and final questions

### Course Features:

- A variety of training methods are used on the course including formal input, syndicate discussion and exercises.
- The Trainer's approach is relaxed, informal, business focused and facilitative.
- Delegates will be supplied with copies of the slides at the end of the course (A powerpoint projector will be required at the course).
- A mini exhibition of personal effectiveness books, additional handouts and 'hints and tips' sheets will be provided in the training room, for delegates to view during the course.
- The module will be evaluated via a Module Evaluation form, which participants complete at the end of the course.

### Duration:

4 hours