

Appraising for Peak Performance

Duration: 2 Days

Introduction

It's that time of the year again, time for the performance appraisal discussion. A very small part of the performance management process that provides an incredible opportunity for the participants to engage in discussion about what motivates them towards goals and to seek support for the things that hold them back.

So why is performance appraisal one of the greatest sources of conflict in organisations?

Often people are often unclear about what it is that appraisal actually achieves. For many people experience of appraisal is inevitably linked with problematic issues such as pay awards or difficulties with performance. Perhaps this contributes to the confusion.

There are 3 reasons for ineffective performance management systems:

- ✿ Inadequate process 5%
- ✿ Employee perception of their role in the process 35%
- ✿ Manager's ability to manage the process 60%

Very few managers are 'naturally' good in appraisal and many employees are unprepared to make the best of the opportunity and let's face it even the most effective process will be ineffective if the participants don't know how to make the best of it.. This two-day course is designed to examine the principles of the performance appraisal and how to get the best out of it from everyone's perspective

Learning Objectives

You will:

- ✿ Analyse and improve aspects of your appraisal process
- ✿ Promote the benefits and purpose of appraisals for both appraiser and appraisee
- ✿ Identify the competencies required for effective job performance
- ✿ Demonstrate how to agree and get commitment to objectives
- ✿ Prepare, and structure a balanced appraisal review
- ✿ Assess performance based on actual performance and provide feedback with examples
- ✿ Minimise conflict and maximize motivation
- ✿ Use focus questions effectively
- ✿ Avoid personal bias

Method & Approach

An interactive event that develops useable skills and provides numerous opportunities for transfer of learning.

Prerequisites

Delegates should be responsible for appraising and agreeing performance standards with others, if possible delegates should bring job descriptions, role profiles or competency indicators to enable standards of performance to be identified and analysed during the event

Post Programme Support

We offer a telephone coaching service to support learners and help them to successfully transfer their new skills and knowledge effectively. Please call for further details.

Course Content

What does appraisal mean to you?

- ✿ Management of people and performance, identifying differences in performance and avoiding the pitfalls of unequal distribution of rewards
- ✿ Opportunity to audit the people skills in the organisation, identifying past performance and future potential
- ✿ Identifying a shortcoming in performance and offering a development solution.
- ✿ Identifying satisfying outcomes from work

The Benefits of Appraisal?

- ✿ Avoiding appraisal apathy – first examine the process
- ✿ Answer the question “What’s in it for me”?
- ✿ Promoting the opportunities that the appraisal presents
- ✿ Generating employee engagement pre-appraisal tools

The Appraisal Documents

- ✿ How does your appraisal document help people to focus on priority issues?
- ✿ What cultural competencies does your organisation value?
- ✿ Identifying the job specific competencies that correlate with success
- ✿ What are the most important responsibilities and accountabilities of the job holder?
- ✿ What major projects has this employee contributed to in addition to their regular duties?

- ✦ What important achievements and accomplishments or unique strengths does the job holder demonstrate?

Assessing Performance: Working with behaviour, and results evaluation criteria

- ✦ job results sources of data that can be used to appraise performance Measurement such as turnover, absenteeism, grievances, profitability, and production rates
- ✦ Ranking methods compare one employee to another
- ✦ Behavioural checklist rating statements describing both effective and ineffective job behaviours

The Appraisal Discussion

- ✦ Identifying the core message
- ✦ Avoiding Distortion or misinterpretation of the message
- ✦ Setting the scene and sharing the agenda
- ✦ Taking notes to enable greater control
- ✦ Highest rankings >>> towards the lowest
- ✦ Being specific Use the STAR approach Situation, Task, Action and Result
- ✦ Avoiding resistance to negative feedback and using negative feedback in situations in which it's most likely to be accepted.
- ✦ Directing negative feedback towards events and behaviour that the employee can control
- ✦ Ensure your feedback develops talent. Providing balanced developmental feedback don't ignore the negatives, and concentrate on the positives
- ✦ Don't justify your ratings – Spend time describing what good performance looks like and how frequently the person performs at an ideal level
- ✦ Providing memorable and motivational summaries that concentrate on describing the frequency of ideal performance and less on judging the worth of the individual