



# Performance Appraisals

## Course Overview

Performance appraisal or review systems are a feature of most organisations. Evidence suggests that all too often they fall by the wayside or become an annual ritual with little real value. This practical one day course can be based around your company appraisal documentation, providing the skills appraisers need in order to capture real business benefits from the appraisal process.

## Who should attend

Managers at all levels who are required to carry out performance appraisal interviews or reviews with their team members.

## Course Objectives

By the end of the course participants will be able to:

- Explain the purposes and benefits of appraisals and how they fit into the bigger picture of performance management
- Clarify standards and expectations in relation to individual jobs
- Plan and prepare for an appraisal interview
- Conduct an appraisal interview in a positive and professional manner
- Give constructive, motivational feedback and set SMART objectives
- Deal effectively with difficulties or disagreements at the appraisal interview

## Course Content

- Definitions of performance appraisal
- Purposes and benefits from different points of view
- What makes appraisals succeed or fail

- Identifying causes of poor performance
- Pros and cons of different approaches to dealing with performance issues
- Appraisals as part of other performance management strategies
- Clarifying what standards mean and how they will be measured
- Essential steps to preparing for an appraisal interview
- Importance of gathering evidence and examples
- Relating key business objectives to the appraisee's job
- Setting an agenda for the appraisal meeting and planning questions
- Step by step guide to conducting the appraisal interview
- Do's and don'ts for the appraiser
- How to set SMART objectives
- Practical appraisal interviews followed by feedback and discussion
- How to deal with objections, disagreements or other difficulties
- Personal action notes

## Reviews

*“Overall this was a very useful session and well presented. Margaret is a person that all participants warmed to and this prompted good interaction..”*

*DV, Hardies*

*“Very good, knowledgeable and relaxed.”*

*SA, Hardies*

*“Very useful discussions.”*

*EH, Fife Coast & Countryside Trust*

*“Enjoyed the role play interviews and the pivotal points exercise was particularly useful.”*

*DW, Flexcon*

*“Very well delivered course and relevant to our company appraisal system.”*

*PF, Axon Cable*