

This interactive two day workshop is designed for managers and anyone who is responsible for implementing, or carrying out performance reviews and appraisal meetings. It will enable managers to understand and recognise the purpose and benefits of implementing a meaningful and effective appraisal and performance review process. It gives delegates clear guidance on preparation and handling an appraisal meeting, and provides tools for effective feedback, setting and monitoring objectives and a range of key communication and interpersonal skills to carry out a successful appraisal.

This is a practical, interactive workshop providing managers with a safe and confidential forum to discuss, role-play and develop skills and confidence in appraisal.

Course Outline

Appraisals in Context

- The purposes and benefits of an effective Appraisal process
- The Performance Management Cycle and procedure
- Appraisal format the three main stages

Preparing to Appraise

- Planning and preparing what to prepare:
- Reviewing the appraisee's job role, standards of performance, previous objectives and outcomes
- Employee self-appraisal
- Identifying areas of optimum and minimum performance levels
- Questions, feedback, key objectives, meeting strategy, logistics and the appraisee

The Appraisal Meeting

- Choosing and preparing the venue
- Opening the meeting
- Reviewing past performance/objectives together
- Questions to ask and to avoid in the meeting
- Recognising good and exceptional performance
- Identifying areas of poor performance together and planning ways to improve
- Assessing effectiveness of past training and development
- Agreeing and setting SMART objectives
- Agreeing any future training needs
- Summarising and closing the meeting

Communication and Interpersonal Skills

- EEC rule for feedback
- Effective questioning techniques
- Active listening
- Body language
- Influencing techniques
- Remaining assertive

Follow-up to the Appraisal Meeting

- Action planning
- Setting milestones
- The importance of ongoing feedback and support

Case Studies and Role-Plays

- Role-playing appraisal meetings

NOTE: For in-house courses, we can incorporate your own policies and procedures and case studies into the training, to make it even more relevant to your employees.



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