### Use Appraisals to Improve Performance - 2 days

**Objectives**

By the end of the course, each candidate will be able to:

- Recognise the benefits of effective performance appraisals
- Clarify mutual responsibilities in the performance appraisal process
- Identify and source appropriate data to evidence performance
- Execute an appraisal using a given step-by-step process
- Deliver motivational and developmental feedback
- Instigate a post-appraisal action plan to improve individual and organisational performance

**Who will Benefit?**

Managers and team leaders involved in the appraisal of subordinates.

**Topics**

**Why and How to Appraise**

- Key principles and purpose of performance appraisals
- Benefits and outcomes
- Responsibilities and opportunities

**Setting Objectives**

- The purpose, opportunities and challenges
- Why and how to be SMART and when to be SMARTER

**Understanding and Being Understood - Getting the Communication Right**

- A simple two-way communication model
- Techniques of successful communication
- Clever questioning and active listening
- Understanding and using body language indicators

**Collecting Performance Data and Evidence**

- What? Types and sources
- When? Key timings
- How? Data collection techniques

**Planning the Performance Appraisal**

- The who, what and when of successful appraisal preparation and planning
- A proven 6-stage approach to effective performance appraisals
- Anticipating and tackling difficulties
- Agenda and action

**Giving Specific and Supportive Feedback**

- Analysing the role, challenges and opportunities of feedback
- Distinguishing between motivational and developmental feedback
- Crucial considerations when giving feedback
- Practical tips to maximise its effectiveness

**Moving from Appraisal to Action**

- Responsibilities
- Individual action planning and implementation
- Developmental delegation and ‘conscious competence’ model
- Review and evaluation