

# Skills of Appraisal & Performance Review

## – Activity Summary –

### SECTION ONE: Introductory Activities

#### 1. Elements of an Effective Performance Review System

What does 'good appraisal' imply? The process and techniques are introduced in outline.

#### 2. Preparation for Review Interviews

Participants identify the preparatory steps and their vital importance to a successful system.

### SECTION TWO: Essential Techniques for the Meeting

#### 3. Communicating Well Face to Face

You lead participants in distinguishing the dos and don'ts of one-on-one meetings. They then test the validity of these guidelines on their own recent individual experience.

#### 4. Questions: Types and Their Uses

Really useful answers generally come in response to the right type of question. Participants work through some possibilities.

#### 5. Dealing With Conflict

Conflict hinders communication. Participants consider the practicalities and work on counter-measures.

#### 6. Dealing With Unexpected Responses

Everyone gets caught unaware from time to time. This can be diversionary. Participants analyze a case study and identify causes and solutions.

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## **7. Criticism: Handling It and Staying Friends**

Participants evaluate their own capacity to accept focused evaluations or, sometimes, unfair criticism. They then work through coping strategies.

## **8. Reviewing Past Performance**

Participants discuss the essentials of reviewing their recent past performance. Using themselves as a role model, they then evaluate their effectiveness in that task.

## **9. Setting Targets, Goals or Objectives**

You lead the group in considering the nature of jobs and how specific goals can be distilled for these. Participants work together using their own jobs as models for consideration.

## **10. Meeting Needs from Work**

You introduce an often-neglected aspect of performance appraisal 'What do the appraisees get out of it?' This session gets participants to consider these needs at length. Group-work feedback is used for general analysis.

## **SECTION THREE: Practice Sessions**

### **11. A Review Meeting: Appraiser's Perspective**

This session and the next give participants the opportunity to bring all the learning together. You act as a general facilitator and observer.

### **12. A Review Meeting: Appraisee's Perspective**

Essentially, this is the same routine as the last session, except this time from the appraisee's viewpoint. Again, you facilitate.

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## SECTION FOUR: SPECIAL INTERESTS

### 13. Appraisal and Performance Pay

This is an area of particular interest to many. It's very systematic and shouldn't prove off-putting. You lead the session in a relaxed step-by-step way, giving participants as much time as necessary.

### 14. Appraisal for Employee Development

You build the notion that personal development can take a variety of forms. These can be explained and co-ordinated under the influence of an appraisal system.

### 15. Appraisal and Motivation

Participants are introduced to some basic concepts of motivation theory. These are strong influencing tools!

### 16. Appraisal and Investors in People

Participants consider a simple case study that illustrates the benefits of linking appraisal and Investors in People.

### 17. Appraisal: A 360° Approach

In some product and service areas, it is particularly important to have a variety of perspectives. You lead the group in a systematic approach to achieving these.

### 18. Appraisal and Manual Workers

Manual and craft workers are accustomed to being assessed with respect to personal competence. This can be used as a focus for an appraisal system. You work to introduce this concept.

## SECTION FIVE: CONCLUSION

### 19. In Conclusion: Performance Review Appraisal

This is your opportunity to emphasize the essential management elements of a successful performance appraisal program.