

Appraisal Skills

Appraisal interviewing is an important key to an organisations success. The appraisal interview is a crucial time for ensuring we get the most from those who work for us. We need to ensure we communicate effectively. This means planning and preparing for the appraisal. If we are using 360-degree feedback it is vital that the process is conducted in a professional manner. Appraisals and 360-degree feedback needs to be positive and constructive. From the appraisal process action plans need to be developed and implemented.

Most of our staff will perform effectively and competently, however with some we will experience difficulties. It is important in these situations to understand how we should behave as a manager. This course also examines the more difficult or complex people and situations and how we can address issues whilst at the same time maintaining good relationships. It gets the delegates to reflect on their own personal management styles and how they work with others. It focuses on how to assert and influence those in the team and to maintain control in a positive way.

To enable this to happen we need a range of tools and techniques that we can use to be effective. The course provides these tools. It also explores how discipline should be handled. It gives an overview and understanding of legalisation and how to use it in the disciplinary process.

This practical course allows delegates to develop and practice skills in people management and understanding behaviour. Throughout the course delegates will practice the skills taught and go away with an Action Plan, identifying how they will implement their important issues.

Who will the course benefit?

Anyone who conducts appraisal interviews within their organisation.

Managers and Supervisors who are interested in improving relationships that are difficult or want to learn how to manage difficult people.

Course Objectives:

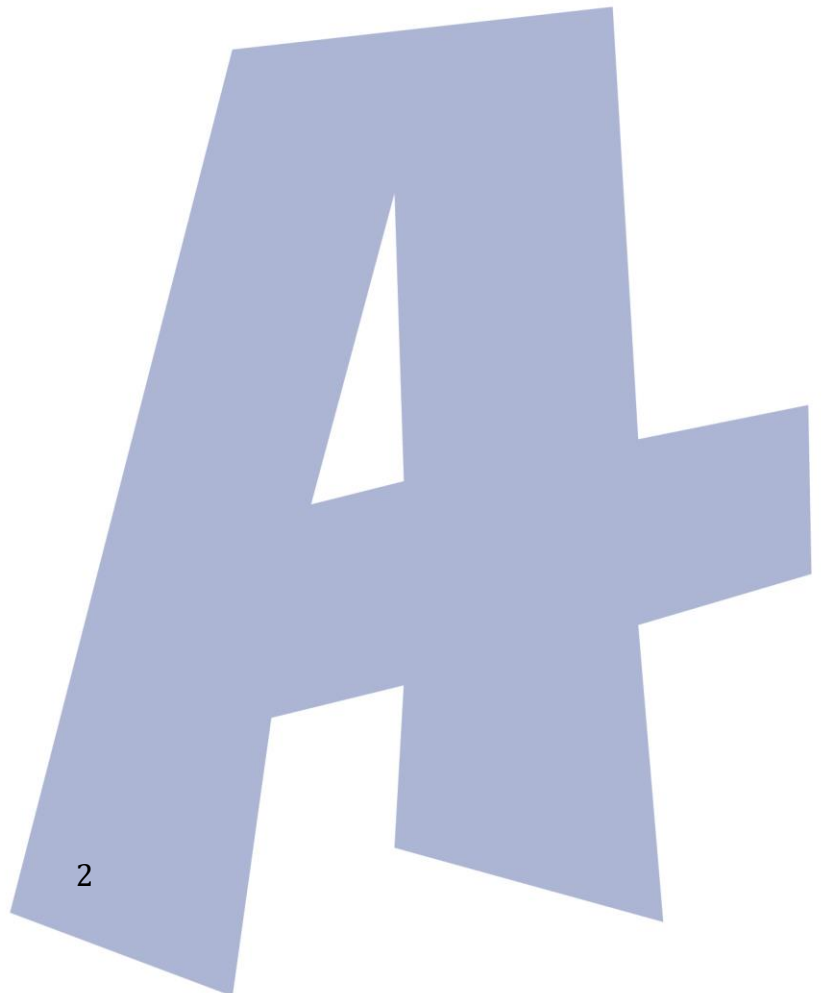
To enable delegates to practise the skills of researching, preparing and conducting effective appraisal interviews.

To provide the skills and techniques to handle more difficult relationships.

Course Duration: 1 day

This course will enable delegates to:

- Prepare for an appraisal interview
- Identify the skills required to conduct an appraisal interview
- Using 360-degree feedback
- Deal with behaviour during the appraisal
- Understand types of behaviour and how to address unproductive attitudes.
- Identify background issues to any disciplinary and grievance process
- Prepare a staff action plan



Course Content

Introduction

- Basic requirements
- Communication

Preparing for the Appraisal

- Factors that could affect the interview
- Gathering information, planning and set-up
- Communication
- Objective and question setting
- The skills and the good 'appraiser'

360-degree Feedback

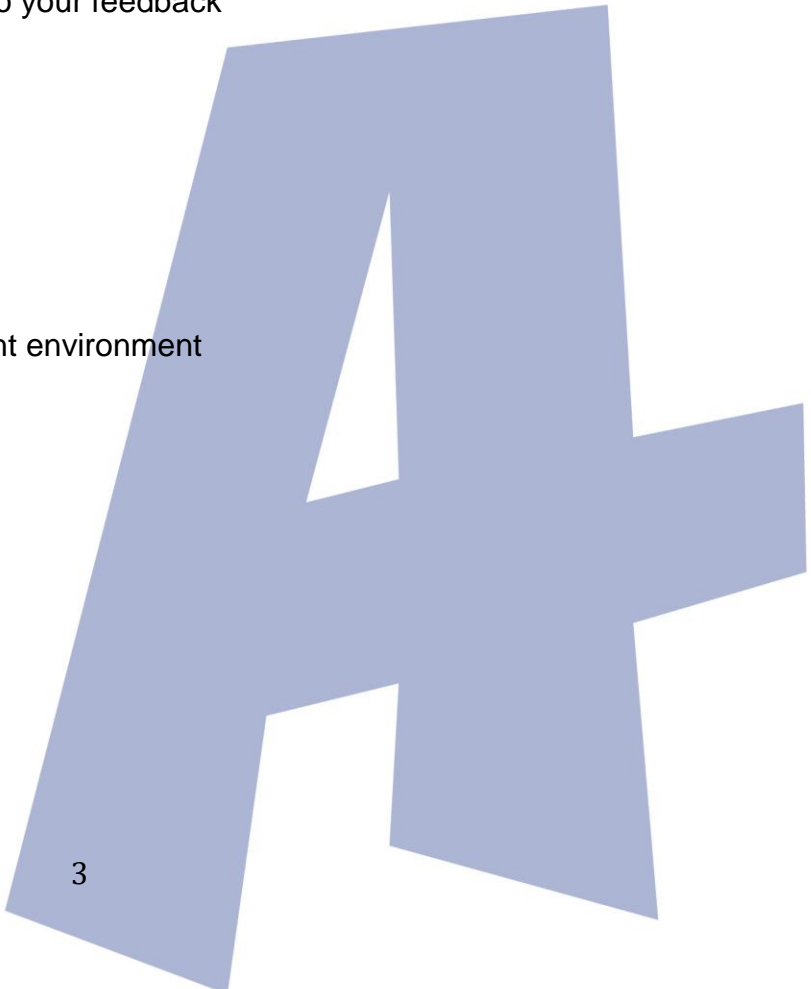
- Types of feedback
- 360 reviews
- Peer and hierarchical review
- Getting the process right
- Giving sensitive feedback
- Types of feedback
- Think about the responses to your feedback
- Positive and negative areas

Interview Conduct

- Controlling the interview
- Questioning techniques
- Active listening
- Non-verbal communication
- Creating rapport and the right environment

Difficult Situations

- Ineffective communication
- Personal style
- Understanding behaviour
- Management styles



Staff Action Plans

- Development and action plans
- Short and long term objectives

Practical Sessions

- Delegates will have the opportunity to develop skills in practical sessions.

