

Performance management is a key driver in achieving sustained organisational growth and success and the performance appraisal interview is core to the process. If designed and conducted well, it can motivate and inform, enhance productivity and increase morale. Conversely, getting it wrong can discourage good people, drain time and resources and lead to unnecessary conflict. This highly practical workshop looks at all the key ingredients of preparing for, running and evaluating successful performance management sessions and looks at what you can do all year round to make the appraisal process easier for both you and the people you manage.

**Your Workshop Leader: Alan Fowler**

## LEARNING OUTCOMES

### Analysing and setting objectives

Attendees will be able to set objectives that are specific, measurable, achievable, realistic and time-bounded both for the people they manage and for themselves. They will know how to make objectives specific and measurable whether or not they can be quantified, and of ways in which a person being managed can evidence performance.

### Preparing for an appraisal interview

The course will enable attendees to prepare properly for appraisal interviews. They will know the importance of giving time to preparation and what to prepare in the way of information on the organisation's objectives and expectations for the coming year. They will know the importance of securing the right environment and accommodation for the meeting and how to set objectives during the meeting.

### Gathering data and feedback

Attendees will learn a number of techniques for gathering information about an individual's performance, viewpoint, behaviours and record during the management year and prior to an appraisal. They will understand 180 and 360-degree appraisal and the significance of these approaches both for the person managed and for the manager.

### Giving feedback constructively

This part of the course offers attendees ways to give feedback on behaviour, of achieving openness, handling salary issues, establishing training needs and principles of how to manage poor performance and disciplinary issues.

### Performance Development

Attendees will learn how to clearly define what the company needs of an individual and what the individual needs of the company so that the alignment is openly understood and can be monitored. They will be introduced to some of the techniques available in NLP to help them and their direct reports to manage their own performance.

### How to handle tension and disagreement

All managers sometimes have to set tough objectives and give difficult feedback and relationships can be come strained. This can seriously interfere with work performance and put an unnecessary burden on everyone involved. Attendees will be introduced to some techniques that can help to resolve such situations when they occur, increasing their confidence that they can handle anything that management can throw at them.

## Outline Programme

### Introduction to the Workshop

- you, and your experience of and responsibility for performance management

### Analysing Objectives

- touching base: quantifiable ("SMART") objectives and non quantifiable (achievement) objectives

### Preparation for an Appraisal Interview

- gathering and giving information and feedback throughout the year. Checklists for preparation for an appraisal interview

### Giving Feedback Constructively

- how do you like to get feedback? How to give and get feedback so that both parties can agree and act on it to improve performance

### Objective Setting

- how to clearly define what the company needs of an individual and what the individual needs of the company so the the alignment is openly understood and can be monitored.
- practical setting of SMART objectives and non-quantifiable objectives
- exercise and debrief

### Performance Development

- techniques for giving /getting continuous feedback
- managing your own and other's performance
- handling poor performance

### Taking it From Here

- your plans for this appraisal cycle

### Close of Workshop

## WHO SHOULD ATTEND

This course will greatly assist anyone responsible for undertaking performance appraisal interviews and/or who is keen to find ways to improve performance management as an integral part of their job.



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