

Courses Described

Improving Performance Through Appraisals

Introduction:

Performance appraisal has developed a bad reputation in many organisations. There are a number of reasons for this. Some systems are poor. Some organisations don't believe in performance appraisal. Some use it merely to punish or reward people. Some supervisors and managers do not understand what is required or they do not have the skill to deliver what is required.

This course aims to address the last of these problems. It will introduce and explain the skills and techniques required of the individual manager to conduct effective performance appraisals. It concentrates on the *person-to-person* aspect of appraisals. Emphasis is placed on what you, as manager, should know and do when you are talking to your staff. Performance appraisal should not be avoided or feared. It should be seen as an opportunity.

Course Objectives:

By the end of the course participants should be able to:

- Set and agree standards of performance with staff.
- Set appropriate review periods and targets for performance.
- Monitor and evaluate individual performance.
- Give effective performance feedback.
- Discuss achievement of objectives, help problem solve where necessary, recognise and reward good performance and set/agree new individual targets.
- Address poor performance in a calm, productive and helpful manner.
- Advise or coach staff with work and non-work issues.

Course Content:

- Motivation; It is part of your job
- Objectives, Targets, Goals; Agree them or forget them; Involving the Staff Member
- Putting it in writing; "A verbal contract's not worth the paper it's written on"
- Giving Feedback; They want to know
- Handling the discussion; "What if they don't accept?"
- Problem People; Not everybody is great!
- Discipline is not a dirty word
- Rewards; for the good ones
- Praise; "Catch 'em doing something right"

For Whom:

Those with responsibility for performance of others.

Course Approach:

There will be a combination of theory input with case study, guided discussion, practical exercises, role-play, evaluation and structured feedback.

Duration: 2 Days