

Professional Performance Appraisals

one-day
fast paced
course



- ▷ **Set compelling objectives that motivate employees**
- ▷ **Hold 'difficult conversations' elegantly and with self-confidence**
- ▷ **Create development plans that energise your team**

This fast paced, interactive one-day programme gives participants the knowledge and skills needed to conduct high quality performance management interviews.



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Professional Performance Appraisals



Overview The workshop covers the rationale behind Performance Management as a topic, the skills of appraisal interviewing and the ability to give feedback, deal with 'aggressive' people and handle 'difficult' conversations. By the end of the workshop participants will be confident in their ability to run an appraisal interview that benefits the employee, the manager and the business.

Learning objectives

- ▶ **Appreciate the core values and beliefs associated with delivering good quality appraisals**
- ▶ **Grasp core Performance Management concepts**
- ▶ **Understand the key features of the design of Performance Management systems**
- ▶ **Discover a toolkit of powerful communication skills for facilitating the face to face meeting and dealing with resistance or disagreement**
- ▶ **Learn an elegant method for running appraisal interviews with confidence and poise**

Who should attend?

Anyone who wishes to be able to manage performance and conduct formal appraisals in an elegant and effective manner so that they, their employees and the Company benefit from the process.



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The inner game of Performance Management

The phrase the **'inner game'** is a term borrowed from sports psychology. It is a reference to the fact that what is going on inside a person's head (their state of mind) is crucial to good performance. Here we consider the role perception and beliefs of experts in performance appraisal interviewing.

- ▷ Examining your current beliefs
- ▷ Reviewing expert beliefs
- ▷ Making changes that you feel are appropriate for you

▶ **Exercise:** *applying the 'affirmation' technique*



The rationale for Performance Management

Explaining how a Performance Management system can benefit the business and the employees of that business.

- ▷ Aligning people's goals with the business plan
- ▷ Promoting values and competencies
- ▷ Developing people
- ▷ Succession planning
- ▷ Performance related pay
- ▷ Understanding the 3 types of appraisal

▶ **Exercise:** *understanding what can go wrong with*

Performance Management Processes



Scheme Design

Understanding what makes schemes effective or ineffective and what the key components of a specific approach should be in terms of 'best practise'. Also a review of how the company's scheme is intended to work.

- ▷ Planning for the appraisal interview
- ▷ The 3 form concept
- ▷ Setting the scene
- ▷ SMART objectives and their significance
- ▷ How to use values and competencies
- ▷ Scoring scales
- ▷ Coming to a conclusion
- ▷ Writing development plans
- ▷ Training vs development
- ▷ Training vs education
- ▷ Training promises vs training recommendations
- ▷ Structuring regular reviews

▶ **Pairs exercise: series of pair's exercises on SMART goals,**

assessing competencies and development plans



Communications Skills

Mastering a set of influencing techniques that will allow the manager to run the meeting in a way that leads to an honest assessment of performance while remaining respectful to the employee. This includes methods for establishing a positive tone for the meeting as well as techniques for dealing with hostile or aggressive behaviour.

- ▷ Listening funnel and Behavioural event interviews
- ▷ Being specific
- ▷ 3 step assertive technique
- ▷ Broken record technique
- ▷ Fogging
- ▷ Feel/Felt/Found technique

▶ **Pairs exercises: practising the tools and techniques**



Regular feedback

Understanding how to make the appraisal process a 'living' and dynamic management tool by (i) holding monthly 'one to one' feedback sessions and (ii) acquiring the ability to have 'difficult conversations'.

- ▷ Direct feedback
- ▷ Indirect feedback
- ▷ Standard 'one to one' meeting agenda

▶ **Pairs exercises: practising feedback techniques**



Putting it all together

Planning and running a formal appraisal meeting based on the participants real life experiences of conducting Performance Management interviews.

▶ **Case Study: participants discuss their real life scenarios, role play them with a colleague and receive feedback on their performance.**



Feedback

Feedback is based upon peer review using BMC assessment checklists. Completing the BMC assessment checklists is not only valuable to the people involved in a given role play or case study, it also helps those completing them to gain an in-depth understanding of the building blocks that make up an outstanding appraiser.

Contact

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