

## Successful appraisal interviewing

### Overview

Many managers question the value of appraisal programmes and many line managers believe appraisals are unduly time-consuming and bureaucratic. Yet the appraisal is a vital starting point when it comes to managing performance effectively and it is vital that managers appreciate this. Handled well, the benefits of appraisal interviewing are enormous. This thoroughly practical workshop has been designed to give line managers the knowledge, skills and confidence to deliver a well-structured appraisal – even in the most challenging circumstances.

### Training objectives

This course will help participants:

- Appreciate the benefits of the appraisal process
- Assess standards of performance objectively
- Plan and prepare for appraisals effectively
- Conduct a well-structured appraisal interview
- Acquire the essential skills required for effective appraisals
- Improve their ability to discuss difficult issues more confidently
- Identify training and development requirements
- Agree clear and measurable development objectives
- Complete essential paperwork
- Understand the need to facilitate continual informal dialogue between appraisals

### Audience

This programme is ideal for line managers who have had little or no formal training on the appraisal process, although it has also benefited many managers who were in need of a 'refresher' on the subject.

### Format

Participants in this highly practical one-day workshop are encouraged to take a pro-active approach, in small team discussions, case studies and practical exercises. This helps to ensure a pooling of ideas, knowledge and experience in applying the skills back at work.

The dynamic nature of this course requires that the number of participants be limited to no more than 12 if maximum benefit is to be had from the day.

### Special features

Your organisation's appraisal documentation can be incorporated into the workshop, to ensure that participants are continually relating the learning to your in-house processes.

### The expert trainer

Alison is an independent HR and management development consultant, specialising in employment law, leadership development and organisational development. Formerly European HR Manager for Kodak, she has also worked within the finance, retail, hospitality, IT and manufacturing sectors. With a highly interactive and dynamic training style, Alison is unerringly focused on the practical aspects of helping people solve problems and achieve objectives. Her enthusiastic and professional approach has won her many clients, including Avis, BP, Daimler Chrysler, Deutsche Bank, Ecotec, Elite Hotels, HSBC, Homebase, Microwarehouse, Procter & Gamble and Standard Bank.

## Course outline

### 1 Introduction and course objectives

### 2 The appraisal process

- The aim of the appraisal process
- Understanding the bigger picture – the appraisal process as part of the employee development process
- The benefits of the appraisal process
- Common pitfalls
- Five steps to an effective performance appraisal

### 2 Step 1 – Assessment

- Using job standards as the basis for objective assessment
- Assessment of previous objectives

### 3 Step 2 – Preparation

- Documentation required
- Data on each appraisee
- Planning the meeting

### 4 Step 3 – The interview

- The skills of appraisal interviewing
- The structure of the appraisal interview
- Dealing with poor performance and difficult situations
- Taking notes and completing documentation

### 5 Step 4 – Planning ahead and objective setting

- Identifying action to improve performance and enhance skills
- Establishing relevant training needs
- Agreeing SMART performance objectives
- Formulating a personal development plan

### 6 Step 5 – Action after the interview

- Essential paperwork
- Follow-up and action required between appraisal interviews
- Continuing informal dialogue

### 7 Video case study

### 8 Conclusion

- Course review / discussion
- Preparation of action plans for building on the skills learnt
- Close

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