



Managing Performance and Performance Appraisals

Workshop Duration: 2 Days

Facilitation in English

Workshop Description

How do you manage your team member's performance? How do you define the shortfall in an individual's performance? How do you give constructive feedback that is motivating, and how do you ensure that any positive change in work performance is permanent and lasting? How do you address skills gaps and self-defeating attitudes and behaviour?

How do you use information collected from informal feedback meetings for the formal appraisal process? How do you write up the formal appraisal so that it is fair and consistent? How do you conduct the formal appraisal meeting so that it is perceived as helpful and constructive? How do you incorporate departmental performance standards into your formal appraisal?

This workshop helps you answer these questions and guides you through a collaborative process that will produce many lasting benefits. Interactive and fun, you'll learn a motivational style that you can practice in a risk-free setting.

Who Should Attend

Anyone with responsibility for managing or supervising others and for giving formal appraisals.

PROGRAM TOPICS

How to plan the informal feedback meeting

- Define the relevant performance standards
- Define the shortfall in performance
- Use the feedback model to plan the meeting and prepare open questions

How to use the feedback model

- Understand the importance of the 5 steps
- Use cooperative and collaborative language
- Engage the team member in a problem-solving process
- Agree follow-up actions or next steps
- Keep a record

How to link the informal feedback to the formal appraisal

Use information collected from informal feedback meetings for the formal appraisal

Give both positive and constructive feedback

Identify future challenges and associated training and development needs



What helps and hinders the effectiveness of the formal appraisal meeting

Identify the benefit of holding an informal discussion prior to the formal meeting

Identify the benefit of inviting the team member to comment on his or her performance prior to the formal meeting

Writing the formal appraisal

Summarize and write clearly and concisely

Use words that are collaborative and non-confrontational

Incorporate the organization's performance standards wherever possible

Incorporate the team member's comments if applicable

Conducting the formal appraisal meeting

Create a relaxed, open climate

Develop a meeting plan

Be prepared to produce evidence from the informal feedback meetings

At the end of this workshop, you will be able to:

- Conduct an informal feedback meeting using a collaborative communication model
- Gain valuable feedback on your performance in handling the meeting



Managing Performance and Performance Appraisals (continued)

At the end of this workshop, you will be able to:

- Recognize the importance of follow-up actions or next steps
- Identify the benefits of giving regular and continuous feedback to all team members
- Use the information collected on the performance of individuals and teams in the formal appraisal process
- Practise writing a fair and balanced formal assessment of an individual's performance during the review period
- Identify what helps and hinders the effectiveness of the formal appraisal meeting
- Practise conducting a formal appraisal interview