

Course overview:

Appraisal Techniques

(C383eng)



the courseware
company

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Overview and objectives

In order to be sure that the needs and overall goals of the organisation are being met, managers are given targets. By utilising the skills of their team, managers can delegate work that will ensure that the targets are achieved. To do this properly, managers need to review their staff's performance, given them feedback on their overall performance and discover each individual's aspirations. This 2-day course will help to develop those skills.

Who should attend?

Newly appointed managers and supervisors who have to set objectives for and appraise staff.

Course prerequisites

Participants are encouraged to bring with them examples of their own organization's appraisal documents. It is also useful to bring information about a particular employee, to use as a personal example.

Introduction to Appraisals

- What is Appraisal? • Functions of Appraisals • What Makes an Effective Appraisal?

Three Key Areas of Appraisal

- Past Performance • Future Potential • Competencies • Individual Career Aspirations • Time Allocation

Creating Trust and Openness

- Values of Trust and Openness • Johari Window • Using Johari Window concepts in Appraisal Interviews

Setting Objectives and Achievable Outcomes

- Setting Objectives • Three Prime Areas of Objectives • SMART Objectives

Motivation

- Motivation Theories

Preparing for an Appraisal

- Steps in Appraisal Interview Preparation • Manager's Preparation • Appraisee's Preparation • Steps in an Appraisal Interview

Communications Skills - Active Listening

- Active Listening • What is Active Listening? • Main Areas of Active Listening

Communication Skills - Questioning Techniques

- Types of Questions • Tips on Asking Questions

Communication Skills STAR Interview Technique

- STAR Interview Technique • STAR Interview Example
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Feedback Skills

- Giving Feedback • Receiving Feedback

Dealing with Poor Performers

- Collecting Evidence • Classifying Evidence • Setting out the interview • The Interview • Creating an Improvement Plan

Appraisal Documentation

- Poor Performer Action Proforma • Employee Self-Appraisal Form • Performance Appraisal Form

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