



Corporate Coach Group

Training that transforms



Staff Appraisal and Goal Setting Training One Day In-House Training

Staff appraisal and goal setting training

The purpose of this training is to:

- ✓ Get the best possible results from staff appraisal meetings.
- ✓ Avoid the perils of a poorly prepared appraisal meetings.
- ✓ Use a Proven Success Formula for super-effective staff appraisals
- ✓ Help staff members to identify their strength and their *developmental opportunities*
- ✓ Help staff to set specific developmental goals for the future.
- ✓ Inspire the staff member to make progressive and adaptive changes.
- ✓ Keep good notes and follow up

About this course

Staff appraisals are your opportunity to give and receive valuable *feedback* from your staff; to agree specific goals for the staff member's future development; and to explore any potential progressive improvements in the organisation and in the individual staff member.

Staff appraisals are also a specialised form of meeting. In order to be effective; the appraisal meeting needs to be well designed, and well delivered.

Staff appraisals should follow a format that will guarantee its successful outcome. Staff appraisals should be a lot more than "a little chat".

Staff appraisals are also a specialised form of communication, and therefore they need you to have a special set of communication skills.

Course objectives

This course will help you to:

Provide your delegates with a success formula for their staff appraisal interviews.

Help them to give and to get valuable feedback from the person being appraised.

Identify specific areas of potential improvement for the individual and the organisation.

Set clear and specific goals that will actualise the potential and make improvement a reality.

Inspire the staff to make progressive improvements in their performance.

Organise an environment that is conducive to excellent results.

Keep accurate notes and written records and to follow up on the agreed actions.

When will the training take place?

TBC

How many people will attend the training?

TBC

Where is the training location?

In-house?

Overview course grid

AM

- The purpose of an appraisal interview
- The continuous improvement cycle
- Giving positive feedback.
- Giving negative feedback.
- Receiving negative feedback.
- Identifying areas for improvement.
- Setting specific goals.
- Formulating detailed plans.

PM

- Communication skills.
- Asking the right questions.
- Body language and voice tones.
- Taking good notes.
- Setting up the environment.
- Role play practice.
- Final summary.
- Action planning.

On the following pages is a full description of the course content.

Staff Appraisal and Goal Setting Training Course Content

Introductions:

- Who are you and what do you do?
- Why are you here? What do you want to gain from this training?

What is the purpose of a staff appraisal interview?

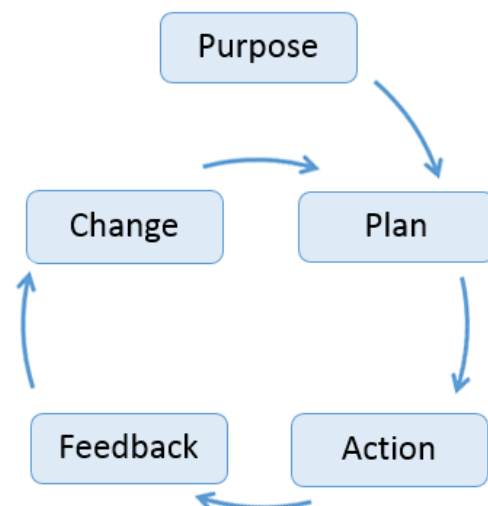
The purpose of a staff appraisal interview is to get the best performance from each member of staff and therefore, from the whole organisation.

A staff appraisal is the practical application of the continuous improvement cycle

The continuous improvement cycle is an important concept that describes all successful action.

You should keep the success cycle in mind as you progress through the staff appraisal interview.

1. **The Purpose:** is the goal you want to achieve.
2. **The Plan:** is how you intend to achieve the goal.
3. **The Action:** is the priority activity that you need to take.
4. **The Feedback:** is information that relates the results of recent actions to your goals. Feedback comes in two forms:
 - Positive feedback – what has been going well.
 - Negative feedback - what has not been going well.
5. **Change** is the adaptive improvements that need to be made in order to achieve our goals.



Make the continuous improvement cycle the basis of your staff appraisal interviews

On a staff appraisal we start giving positive feedback.

Step one: Positive feedback

- We start with positive feedback because positive feedback is important, and it has the effect of settling the emotions
- Ask the staff member: What has been going well, for you?
- Give and take positive feedback from the member of staff

Step two: Negative feedback

- Now we move into the areas of difficulty, where the person is not doing so well
- What is not going so well?
- Give and take negative feedback from the member of staff

Notes on How to give constructive criticism

Negative feedback is built into the staff appraisal / continuous improvement cycle. But most people don't like critical feedback So, we will investigate how to deliver your negative feedback messages, so they are more likely to be perceived as *constructive comments*.

Step three. Identify and agree the improvement and changes that could be made

Ask the member of staff, what adaptive changes and improvements could to be made to improve upon their current situation.

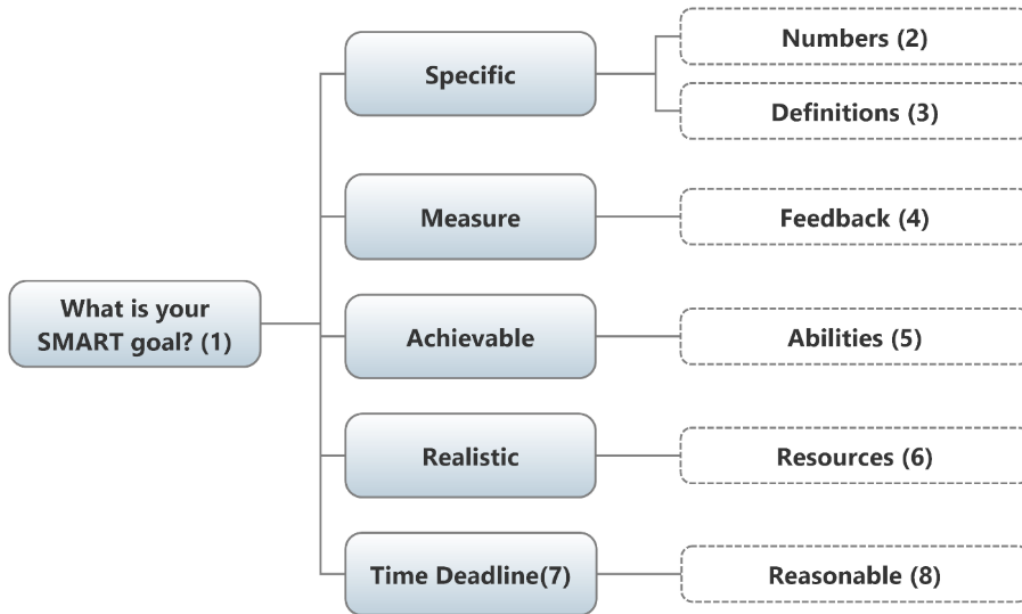
Gain their willing cooperation.

Step four. Set specific goals that translate the need to change into a specific goal

Now you get down to specifics and create a set of *professional developmental goals*, that will form the basis of the next improvements.

8 Part SMART- Goal setting formula

Ask the eight-part SMART questions and help the person to clarify their own developmental goals. Use the following formula for the questions.



Step five. Agree plans and work out the details.

All goals require practical plans. So, now you agree plans, including time scales, that will allow you and your member of staff to deliver on the goals.

Step six: Agree actions and move to the next issue or finish the interview

Once you have the agreement, then move to cover a new issue, or close the staff appraisal. Agree a date for the next meeting and tell the member of staff that everything will be recorded properly.

Step seven. Write up your notes

Whilst your memory is fresh finish writing up your notes and send the details to the member of staff as promised.

Additional Notes on giving negative feedback in a positive way

Negative feedback is, by definition, negative.

Negative feedback must be carefully worded so as NOT to be perceived as DESTRUCTIVE CRITICISM.

Notes and exercises on how to give constructive criticism.

Special notes on How to handle conflict

When receiving negative criticisms from the staff member about any aspect of work life, use the six-step formula.

1. Listen without interruption
2. Reflect and empathise with their feelings
3. Analyse and check the facts. Get the facts that lay behind the feelings
4. Answer: give your response to the facts
5. Confirm understanding of your response
6. Close and move the conversation onto the next phase

Role play scenario

Practice makes perfect.

Additional notes on Advanced Communication skills

Questioning skills

A good staff appraisal is based on asking the right questions.

Notes on what are good questions and which questions are not good.

- Killer questions. (Questions that don't add any value)
- Problem solving questions, (Questions that do add value)

Listening skills.

A good staff appraisal is also based on listening to the answers and taking good notes.

Listen for vagueness or ambiguity.

Note taking skills

Taking good notes whilst asking questions and listening is a skill you need to master.
Mind mapping.

Body language

The non-verbal aspects of communication are important.

1. Body language
2. Appearance
3. Body postures
4. Hand and arm gestures
5. Eye contact
6. Proximity
7. Touch

Voice tonality

1. Pace
2. Pitch
3. Intensity of emotion

Proper environment

The environment always makes a difference to the interview. You need to prepare a correct context.

- Correct room
- Correct seating
- No interruption
- Correct mind set

Role play scenario

Practice makes perfect

Final summary, action planning and close

The method of training is as follows:

The training is to be:

- Delivered in an enthusiastic and interesting way that will involve all the delegates.
- Whilst being consistent with the plan, the training must be flexible and responsive to the needs of the individual delegate group.
- Highly practical, structured and organized.
- Allows enough time to be able to ask individual questions.

Is it a lecture or more of an interactive workshop?

The training is very interactive and interesting

1. The trainer gives a clear explanation of the point in question with specific examples.
3. Then, the delegates practice by doing an exercise with each other.
4. The delegates practice by doing exercises with the trainer.
5. All points are supported with full written notes to take away.
6. Delegates are asked to write down an associated action, for each point made. At the end of the day, we have about twenty such actions, from which the delegates choose six which are the most personally meaningful.

What are the costs / investments?

In-house course

Daily rate is £1,950 for up to 20 delegates.

Plus £80 for each additional delegate over 20.

Plus hotel accommodation for trainer if needed (*Premier Inn type: not the Hilton!*)

The training days are inclusive of:

- Full days training
- Printed course notes
- Travel expenses
- Written action plan to take away
- Audio download of the programme
- Access to our post course portal
- Three months' FREE telephone coaching

Plus, three months FREE telephone coaching to answer any on-going questions

To answer any on-going questions, you will also receive email and telephone support from your trainer, after you have attended the course.

We suggest the following plan of action:

Would you please send to me:

1. Any amendments or changes you wish to make to the programme.
2. The dates you wish to train
3. The next plan of action

Thank you

Corporate Coach Training Ltd
Walcot House
Parton Road
Churchdown
Gloucestershire
GL3 2JJ

Email: Lindsey@CorporateCoachGroup.com

Tel: +44 (0)1452 - 856091