

# Conducting Effective Performance Reviews

Research has shown that organizations that conduct performance reviews are more successful than those who do not have a system in place. The first step in a basic system is to develop standards of performance that all employees can understand and agree to.

Setting performance objectives to aim for will give supervisors and employees a like focus, and targets to aim for. Supervisors must also learn how to coach and give feedback, both positive and negative, on a regular and timely basis so that employees can grow and develop. Defensible performance reviews are the cumulating of all these activities.

## Workshop Benefits:

- Recognize the importance of having a performance review process for employees.
- Identify the performance management cycle, and the part employees, managers and organizations play in that cycle.
- Understand how to work with employees to set performance objectives and standards.
- Develop skills in observing and giving feedback, listening and asking questions, for effective coaching and improved performance.
- Identify an effective interview process and have the opportunity to practice the process in a supportive atmosphere.
- Make the performance review legally defensible.

## What Will Be Discussed?

- ✓ Dealing with Specific Requests
- ✓ Letters of Persuasion
- ✓ History of Performance Appraisals
- ✓ Why Do We Need PAs?
- ✓ Employee's Concerns About PAs
- ✓ What Makes PAs a Defensible Process?
- ✓ Stereotypes
  - Leniency or Stringency
  - Halo/Horn Effect
  - Error of Central Tendency
  - Stereotyping
- ✓ The Performance Management Process
- ✓ Goals
- ✓ Goal Setting
- ✓ The Performance Management Cycle
  - Basis for Review
  - KRAs
  - BARs
  - Developing Objectives and Setting Standards
  - Orientation Programs
- ✓ Setting Standards
- ✓ Performance Development Plan
- ✓ Feedback and Communication

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- ✓ Listening
  - Guidelines for Effective Listening
  - Active Listening
  - Constructive Listening
  - Paraphrasing
- ✓ Asking Questions
  - Questioning Skills
  - Open-Ended Questions
  - Hypothetical Open Questions
  - Direct/Specific Questions
  - Closed Questions
  - Loaded Questions
  - Leading Questions
  - Third-Person Questions
- ✓ Probing
  - Verbal and Non-Verbal Probes
  - Probing Techniques
  - Probe Funnel
- ✓ Non-Verbal Messages
- ✓ Feedback
- ✓ Characteristics of Effective Feedback
  - In Private
  - Balanced
  - Relevant
  - Be specific
  - Back it up
  - Make it personal (the right way)
- ✓ Accepting Criticism
- ✓ Planning the Interview
- ✓ The Interview Format
  - The Opening
  - The Discussion
  - The Closing
- ✓ Role-Play through all phases of Performance Management
  - Goal-Setting
  - Ordinary Feedback
  - Coaching and Counselling
  - Appraisal Preparation
  - The Interview
- ✓ Maintaining Performance
- ✓ Behaviour Contracts
- ✓ Handling Performance Problems
- ✓ The Worst-Case Scenario
- ✓ Pre-Assignment Evaluation
- ✓ Performance Management Checklists

