
Conducting Effective Performance Reviews

Course Overview

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 gives 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 culmination of all these activities.

Learning Objectives

At the conclusion of this workshop, you will:

- 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.

Outline

Day 1

- Course Overview and Learning Objectives
- History of Performance Appraisals (PA)
- 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

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Day 2

- Feedback and Communication
- 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

Day 3

- Role-Play through all phases of Performance Management
 - Goal-Setting
 - Ordinary Feedback
 - Coaching and Counseling
 - Appraisal Preparation
 - The Interview

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- Maintaining Performance
- Behavior Contracts
- Handling Performance Problems
- The Worst-Case Scenario
- Pre-Assignment Evaluation
- Performance Management Checklists
- Conducting Exit Interviews
- Review (using one of several game show options)
- Personal Action Plans