Hey Managers you CAN love appraisals!

3 essentials for performance reviews that make a difference

As a manager, you know you must prepare for performance reviews, but

PREPARE

WHAT?

Most people focus on preparing INPUTS:

paperwork numbers evidence

But it's the

CONVERSATION



that makes the difference

A little PREPARATION

makes a great

CONVERSATION

Read on for the three EASY prep tips

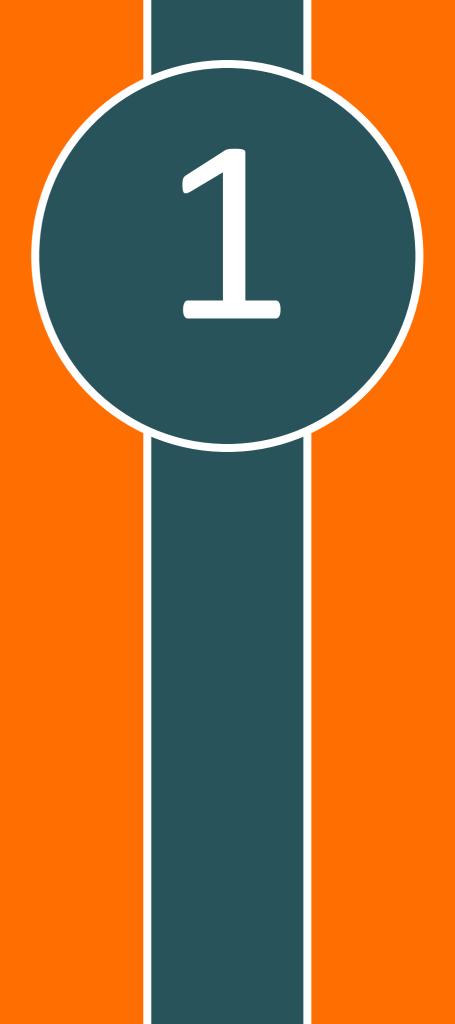


An
EMOTIONAL
MESSAGE

QUESTIONS to EXPLORE key issues

STRUCTURE to SAY what must be SAID

AN EMOTIONAL MESSAGE



How should they

FEEL

after the review?



Reviewees will take away
ONE overall impression of
what you think

Be clear what YOU want that to be

...I'm appreciated?

...I'm respected?

...Do I need to pull my socks up?

ACTION: Write down the EMOTIONAL MESSAGE you want to give each person

QUESTIONS to explore KEY ISSUES



Before the review write

3 questions

about what you want to discuss

Questions might be any or all of these...



What has gone well?

What has happened?
How to get back on track?

Uncover problems or hidden agendas

OPEN Questions

Good for

- ENCOURAGING reflection and learning
- COACHING people to improve
- UNDERSTANDING a situation better
- EXPLORING possibilities

EXAMPLES

- How confident are you?
- What made the difference?
- When did things change?

PROBING Questions

Good for

- Exploring how people FEEL
- UNDERSTANDING motivation or
- Bringing HIDDEN issues to the surface

EXAMPLES

- What has happened to make you think that?
- What makes you say that?
- How could you deal with it?

STATEMENT Questions

Good for

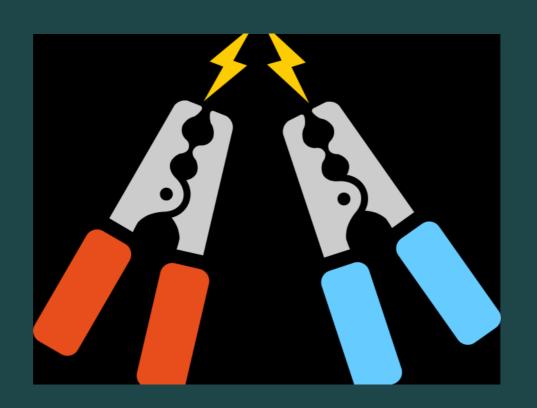
- Addressing difficult situations
- Stating the situation
- Asking a question about the situation

EXAMPLES:

Your last project ran over budget (your statement)

- What could you have done to prevent that?
- What will you do differently on your next project?

If you write your questions before each review



You will feel more confident and in control during the conversation

ACTION: Write your questions

Prepare to SAY

...what
must be
SAID

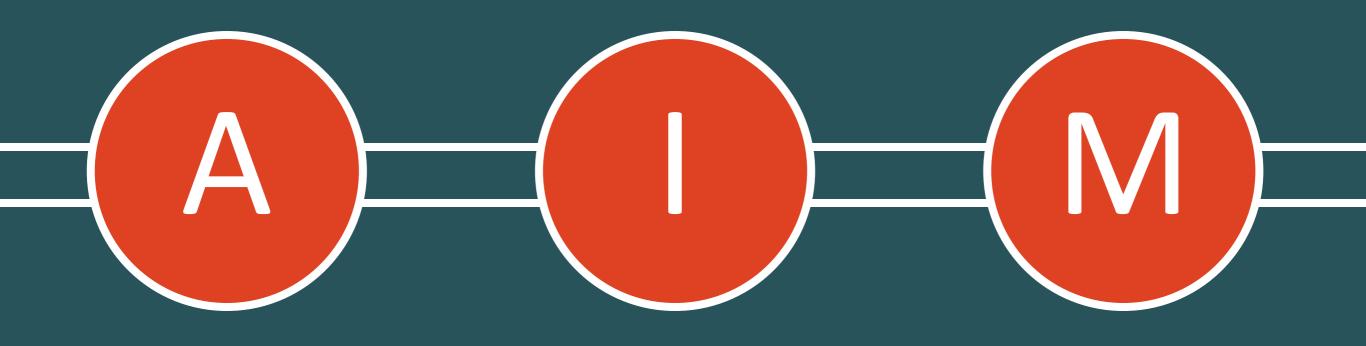


Think about the

FEDBACK

you need to give

Here's a brilliant structure to help you communicate clearly!



ACTION
What have
you
observed?

IMPACT
What impact
has the action
had?

MOVING
FORWARD
What must
change?

ACTION: Prepare your A.I.M.

Write it down.

Practise with a colleague if you think it might be tricky!

To RECAP – Just 3 steps will ensure you are prepared!



An
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MESSAGE

QUESTIONS to EXPLORE key issues

PLAN to SAY
what must be
SAID

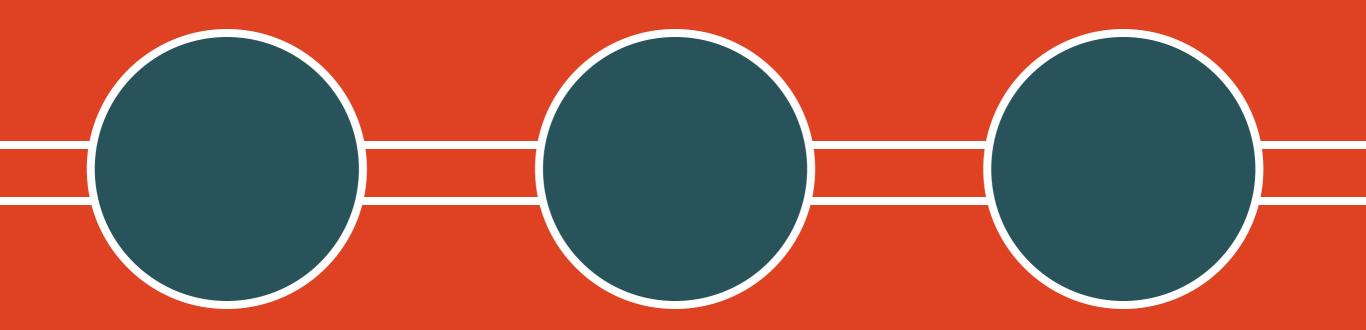
Do these 3 and you will

FELBETTER

and have a great

CONVERSATION

Because conversations matter...



A Year in a Day of Performance Conversations

Even the 'techiest' managers can have effective conversations

It's my Conversation!

Brilliant engagement with reviews for ALL employees

Tailored

E-learning

Content rich,
engaging
learning to
reinforce skills

We help technical experts, service professionals and academics become great people managers

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