

Constructive performance reviews

Full Day



Many managers and team leaders dread performance reviews. This course provides the skills to conduct positive reviews that build trust with employees.

The program is tailored to your system, incorporating your forms, terminology and policies. There is no additional fee for this tailoring.

What is an effective performance review?

- How to 'sell' the benefits of reviews to staff who are anxious about the process
- How to incorporate the review process into your day-to-day supervision
- How to make reviews constructive and not judgemental
- The golden rule of all reviews - NO SURPRISES

Pinpointing the specific benefits of the process for individual staff - for some it's career advancement while for others it's receiving constructive feedback to boost their self esteem

Preparing for the discussion

- How to help an employee prepare so they can participate on an equal footing
- How to ensure you have all your facts straight
- Agreeing a convenient time and place
- What are the best seating arrangements?

Encouraging people to talk

- What is the right balance between 'small talk' and business
- How to ask questions skilfully to guide the discussion
- How to recognise signs of deeper issues that might be worrying an employee
- The positive phrases to include in every discussion
- How to use your body language to *look* calm and confident

Setting goals and targets

- How to set SMART goals that are challenging but achievable
- How to set goals for people who have very repetitive or routine jobs

Video Case Study

We work through an excellent video that highlights the techniques for conducting effective reviews, even with staff who are reluctant to participate.



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Giving constructive feedback

- Discover how to concentrate on *behaviour* and not *personality*
- Ten commonly used words that make employees defensive about their performance
- How to focus on facts and avoid 'getting personal'
- The 8 steps for giving credible praise and constructive criticism
- How to keep the discussion balanced by giving credit for achievements

Agreeing 'areas for improvement'

- How to use *self appraisal* to encourage people to identify areas they could improve
- Simple strategies to stop the employee's natural 'defensive' reaction to criticism
- Techniques for gaining agreement on goals for the next period
- How to encourage constructive feedback on *your* performance as a manager

Putting it into practice

Participants work through a couple of role plays in pairs. To avoid any embarrassment the pairs complete the role plays without any other participants watching. This is a great opportunity for participants to practice the skills from the workshop and receive coaching from the trainer.

Additional modules

The following modules can be included in a two day session. Alternatively, you may want to include a couple of these modules in a one day session. In this case, we would need to discuss how to modify the program to allow time for these additional modules.

How to set objective standards

It is often difficult to define the standards for a job. This module shows reviewers how to turn 'tasks' and 'competencies' into measurable standards.

- Where do performance standards come from in your organisation?
- The three essential elements of a clear and measurable standard:
 - Quality, Efficiency & Conditions
- How to gain agreement with staff on standards
- How to set standards for 'grey areas' e.g. personal phone calls, respecting co-workers etc

Completing the paperwork

This unit is tailored to your organisation's forms and policies.

- What forms need to be completed?
- Who keeps copies of the forms and who has access to them?
- Who can write on the forms during the discussion (reviewer / staff member)?
- Tips for taking notes when someone is speaking, while still showing interest and respect



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Misconceptions and concerns

Over the last 15 years we have identified some common misconceptions about reviews. We have also identified legitimate concerns raised by both staff and reviewers. The information in this module would be based on your organisation's policies

- What is the difference between a 'job evaluation' and a 'performance review'?
- How can I motivate employees who are at the top level for their grade i.e. no pay increase?
- How do I make the generic 'competencies' useful – so I don't just tick the boxes?
- Can a third person sit in on the review?
- What if the staff member and reviewer have a personality clash?
- Can I ask other people about a staff member's performance if I don't work closely with staff?
- How do I know I'm not being 'too tough' or 'too easy' on my team?

Supervising team members between reviews

Managers and team leaders learn how to supervise people in a fair and consistent way by choosing one of 4 strategies in any situation. These skills ensure there are no surprises in the reviews because employees receive clear feedback and direction throughout the year.

- The 4 supervision strategies to address any performance issue
- What is your preferred supervision style (Questionnaire)?
- The brilliant method for choosing the right supervision strategy at the right time

Case studies:

- A new team member is making a lot of mistakes
- Two experienced team members are constantly arguing
- An employee's performance and motivation have recently improved significantly
- An employee has serious personal issues that are affecting their work

Providing opportunities for growth

This module helps reviewers see that there are more development opportunities than just 'training courses'.

- How to write SMART development goals that motivate individuals
- Identifying opportunities (e.g. meetings, writing procedures, research, small projects)
- How to identify goals for experienced people who don't want promotion
- Why do supervisors fear delegating so much?
- How to delegate tasks with minimal risk



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