



## IMPROVING THE EFFECTIVENESS OF

# PERFORMANCE APPRAISALS THROUGH COACHING

### EMD's Focus:

Formulating business strategy & plans

Organisational restructuring

Commercial awareness skills development

Commercialisation

Performance measurement & management

Project Management

Remuneration options

Process re-engineering and continuous improvement processes

Team based work units

Consultative and bargaining processes

360° feedback

Training and learning processes

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### WHY PERFORMANCE APPRAISALS COACHING?

Giving feedback is never easy. Many people fear receiving it, and many people fear giving it.

What if appraisal interviews were seen from both sides as a way of helping people to develop and reach their full potential within the organisation?

What if you had a simple, easy-to-follow process and some tools that would move people into taking responsibility rather than becoming defensive?

*EMD's half-day Performance Review Coaching Session will leave participants with important tools and new skills on how to conduct performance appraisal interviews in a constructive manner that will inspire and motivate their direct reports to develop and improve.*

### LEARNING OBJECTIVES

The objectives of EMD's Performance Appraisal Coaching session are for managers to:

- Understand the purpose of performance appraisals;
- Understand the organisation's performance management system;
- Be able to draft performance measures that cascade from the organisation's KPIs;
- Demonstrate understanding of
  - The principles of effective performance appraisals
  - The question style of feedback

The course manual contains plenty of detailed information and will be a valuable reference for applying all of this back in the workplace.

### OUTCOMES

Participants will be able to carry out performance appraisal interviews in a constructive manner, resulting in:

- Higher motivation among staff due to managers who are aware of the difference it makes to listen and help, rather than being directive;
- Greater alignment across the organisation through corporate KPIs being translated to individual targets that are accepted and understood;
- Less stress surrounding the appraisal situation.

### PROGRAM OVERVIEW

The 3 steps to Effective Performance Management are:

1. Clearly communicated expectations through relevant KPIs that are cascaded through the organisation;
2. Adopting a coaching approach for the appraisal;
3. Acknowledgment of contributions and successful achievement of outcomes (performance linked pay).

### PROGRAM OVERVIEW CONT...

Our focus in Performance Appraisal Coaching is on Step 2.

The program will take participants through the following, all of which is detailed in the manual:

- Conducting effective performance appraisals – purpose and outcomes of performance appraisals.
- KPIs, objectives and performance measures.
- Clarity of direction through clearly communicated expectations facilitate conducting the appraisal.
- Common problems in performance appraisals.
- Experiences from past performance appraisals.
- 8-step process for conducting performance appraisals.
- Adopting a coaching approach through productive feedback: The *advice* style of feedback vs. the *question* style of feedback.
- Open-ended questions and “killer” questions.
- Role Plays - Participants are divided into groups of 3, taking turns as the appraiser, the “appraisee” and the observer, who will later give feedback to the appraiser.

### ACTION LEARNING

Case studies are used for participants to apply the principles of effective performance feedback and the question style of feedback.

Participants role-play different scenarios to get a hands-on feel for difficult feedback situations they may encounter on the job.

### DURATION

½ to 2 days.

### WHO SHOULD ATTEND?

All managers who need to conduct performance reviews with their direct reports.

### WHAT NEXT?

If you are interested in more information about how EMD's Performance Appraisal Coaching program can work for your organisation, please give us a call on +61 2 8399 0011 and ask to speak to one of our consultants.

Alternatively e-mail us at [info@emdgroup.com.au](mailto:info@emdgroup.com.au)

We can also give you references to other organisations, whose managers have been through the program and are starting to see the benefits from applying the tools and processes outlined above.