

The dreaded appraisal

Both sides of the appraisal interview



video artsTM

A Video Arts production featuring
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Titles in this series:

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An inside job: meeting internal customer needs
Building the perfect team: Belbin's team role theory in action
Can you spare a moment?: counselling skills for managers
Demanding customers: customer care made perfect
Does the team work?: improving effectiveness through teamwork
First among equals: leading a team
Going to a meeting, part 1: messing up a meeting
Going to a meeting, part 2: meeting menaces
How am I doing?: the performance review
How to lose customers without really trying: keeping the customer satisfied
I wasn't prepared for that: overcoming the fear of making presentations
I'd like a word with you: the discipline interview
If looks could kill: the power of behaviour
It's your choice: selection skills for managers
Meetings, bloody meetings: making meetings more productive
More bloody meetings: the people side of meetings
Negotiating - tying the knot: a skill for life
No complaints?: complaints and the customer
Not my type: valuing diversity
On the receiving end: making call centres more effective
Performance matters: the importance of praise
Performance matters: the need for constructive criticism
Project management: leading a project team
Report writing: the art of writing a good report
Selecting the perfect team: utilising internal and external resources
Sell it to me! parts 1 & 2: essential skills for a salesperson
Straight talking: the art of assertiveness
Talking to the team: how to run a team meeting
Team spirit?: how to be an effective team member
Telephone behaviour: the rules of effective communication
The balance sheet barrier: the basics of business finance
The best of motives, parts 1 & 2: informing and involving
The dreaded appraisal: both sides of the appraisal interview
The grapevine: communicating in a world of change
The helping hand: coaching skills for managers
The paper chase: cutting back on paperwork
The unorganised manager, parts 1 & 2: damnation and salvation
The unorganised manager, part 3: divine intervention
The ultimate change show: managing change
The ultimate stress show: managing stress
Who sold you this, then?: effective after-sales service
You'll soon get the hang of it: the techniques of one-to-one training

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SSW-1-SSW-28 Self-study workbook*

OHP-1-OHP-9 Presentation 'slides'/OHPs*

Certificate*

*Copies of these resources are also available in electronic formats to allow you to customise them to your specific requirements and to print the required number of copies from the master for the sole purpose of the training envisaged by the programme, and not for any commercial purpose.

Video-based training from Video Arts



Congratulations on choosing **The dreaded appraisal** from Video Arts to help develop the skills in your organisation. Video Arts is recognised as the world leader in video based training, with over 30 years' experience in staff development. With more than 300 programmes on video/e-learning covering all the essential skills of business, you can remain confident that training with Video Arts is the most effective way to improve the skillset of the people within your organisation.



Praise and encouragement are vital for employee motivation.

Why train?

Train hard, fight easy - Marshal Zhukov

These days, it is difficult for organisations to become successful and stay that way. The pace of change is faster, competition is tougher, customers are more demanding, innovation is more prized, but harder to achieve.

Part of the response has been to create leaner, flatter, more flexible structures, but structures don't run organisations and create success, people do - intelligent people, energetic people, reliable people and, most of all, people with the right mix of up-to-date knowledge and skills.

That means people who are trained, not for a lifetime's work, not just once in a while, but as a central, continuing part of their working lives.

Why use video based training?

Video is familiar. Television is how most people find out what is going on in the world. It is not surprising that this is a medium they are comfortable to learn from when they are being trained.

Video makes demonstration easy. We can show situations being handled badly. We can contrast that with how to handle them well.

Video is flexible. It can be the cornerstone of a course run for a group by a specialist trainer. It can quickly provide simple, clear lessons for a team whenever it is convenient for them. It can bring interest and enlightenment to a self-study programme.

Video injects realism. It lets us present those being trained with emotional, as well as rational, problems to solve. Ask a group '*how would you deal with an angry customer?*' and you will get a tidy, textbook answer. Use video to confront them with an angry customer and you will get a much more realistic reaction.

Video provides variety. Different people learn in different ways and none of us has an infinite attention span. Video provides us with a powerful means of injecting variety into our training.

Why use Video Arts' programmes?

Winston Churchill once said that he loved to learn, but hated being taught.

That is the secret of successful training: how to help people who want to learn. We do it by combining:

A storehouse of professional knowledge and expertise, developed over 25 years and drawing on some of the best minds in the business.

The highest possible production values, both in the videos we produce and in the support material that goes with them.

The magic ingredient - humour - which can make a delight of the dullest subject.

Introduction

Appraisal, when it is done well, is a powerful tool for improving communication between managers and managed. It strengthens organisations by its focus on performance and improvement. It motivates individuals by acknowledging their strengths and achievements and giving them an opportunity to discuss how their jobs can be done better.

Done badly, on the other hand, appraisal is at best an irritating chore. At worst, it is a depressing and unpleasant experience for both appraiser and appraisee which can do serious damage to their working relationship. It is not surprising that many people dread it.

The dreaded appraisal is a video-based training programme to help appraisers get the most from appraisal by preparing and structuring the discussions properly and handling awkward situations (and people!) correctly.

Objectives

Those who work their way through **The dreaded appraisal** training programme will:

- Understand the purpose of appraisal
- Be able to prepare an effective appraisal discussion
- Be able to begin the discussion positively, structure it as it unfolds and end it by agreeing the actions which arise from it

- Know how to cope with awkward situations which appraisers sometimes encounter, in particular:
 - encouraging a shy appraisee to explain what is bothering her
 - criticising someone who can be very touchy
 - getting an abrasive character to focus on his own performance, rather than blaming shortcomings on the company
- Identify specific actions which they can take to improve their appraisal discussions

Using The dreaded appraisal

- **Dual use.** The programme can be used either as a conventional training course with a small group or for self-study by individuals. The pack contains guidance and appropriate materials for both uses
- **Resources on disk.** Most of the support materials, such as OHPs and the workbooks, are supplied in electronic formats. This makes it easy for users to customise to their specific requirements and allows them to print as many copies as they need for group or individual use

The target audience

The programme is designed principally for all managers whose responsibilities include appraising their staff. Since a good appraisal is always a two-way process, those who will be on the receiving end of appraisal will also benefit from it.

The course leader

The person leading a group through the programme does not have to be a professional trainer. Line managers will be able to deliver this course with confidence by using the materials and detailed guidance provided.

Further resources

Other titles available from Video Arts that will help you improve the internal customer care skills within your organisation include:

- **Performance matters: the importance of praise** Giving praise where it's due can bring amazing results in terms of increasing the quality and quantity of people's work, providing it's properly applied
- **Performance matters: the need for constructive criticism** Criticism is a legitimate means of preventing the recurrence of mistakes and improving staff performance. Help your managers understand why criticism is an important management tool and how they can use it effectively

- **The dreaded appraisal CD-ROM** This comprehensive CD-ROM course enables managers to get the skills of the appraisal right by completing interactive exercises and interviews
- **The appraisal interview: lessons for both parties in the appraisal** This programme from Melrose helps to ensure that both appraiser and appraisee take equal responsibility for getting the most out of their meeting
- **Constructive appraisals** This self-development workbook explains why appraisal is so vital and shows how to choose and implement an effective system
- **The appraisals pocketbook and Managing your appraisal pocketbook**
From the Management pocketbook series

What the pack contains

The dreaded appraisal video

The video is in three parts.

1. Introduction

This is a three-minute introduction to the topic of appraisal, presented by the scriptwriter of the programme, Sir Antony Jay. He outlines why appraisal is important and describes the challenges it offers to both appraiser and appraisee.

2. The dreaded appraisal

This is the main part of the video and lasts for approximately 25 minutes. It is divided into three sections, each of which demonstrates how to handle one of the following situations, first by showing it done badly, then by discussing what went wrong and finally by demonstrating how it should be done:

- an employee who has something very important she wants to say, but, because she is rather diffident, finds it hard to get across
- a touchy employee who has many real strengths, but needs to be helped to recognise her weaknesses and agree how she will work on these
- an antagonistic employee who is convinced that any shortcomings in his performance are the organisation's fault and not his

3. The appraisee preparation video

This four-minute video is aimed at those who are soon to be appraised. Using the three awkward characters from the main video, it encourages appraisees to prepare for the discussion by thinking about their work, how it has been going in the recent past, what current issues they want to raise and the direction they would like it to take in the future.

Course leader's guide

- An outline of a half-day programme
- How to prepare the programme
- A detailed session plan. This tells the course leader precisely what to do and which resources to use in each session of the programme

Group training workbook

This workbook allows those taking part in a group training course to record the conclusions they reach during the various sessions and the actions they propose to take as a result of the course. The workbook is supplied in an electronic format.

It also contains a copy of the course objectives and programme and a set of notes which summarise the main points of **The dreaded appraisal**.

Self-study workbook

This workbook, which is supplied in an electronic format, contains detailed instructions which enable individuals to work systematically through the programme. Users will find that they are prompted to record their answers to questions about what they have seen and to produce an Action plan.

The workbook also contains a set of notes which summarise the main points from **The dreaded appraisal**.

Links to NVQs

Both workbooks contain a checklist of material which those who have taken part in the programme should collect, such as examples of communications briefs on specific projects, to form a portfolio of evidence which they can use to support a claim for competence in elements of NVQs.

Presentation 'slides'/OHPs

These are master copies supplied in Microsoft® PowerPoint® on computer disk for printing on to acetate or for use as a computer-driven 'slide' show.

Certificate

One of the disks also contain a blank certificate which users can customise and issue to those who have completed the course based on **The dreaded appraisal.**

Computer disks

As explained above, the computer disks contain copies of:

- Group training workbook (Microsoft® Word®)
- Self-study workbook (Microsoft® Word®)
- Presentation 'slides'/OHPs (Microsoft® PowerPoint®)
- Certificate (Microsoft Word)

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Course leader's guide

Course programme

How to prepare the programme

Session 1 Introduction

Session 2 The purpose of appraisal

Session 3 The appraiser's preparation

Session 4 Getting people to open up

Session 5 Facing up to the problem

Session 6 Agreeing a plan for the future

Session 7 The appraisee's preparation

Session 8 Action plan



Course programme

This is a suggested programme for a half-day appraisal course.

You may choose to incorporate additional sessions to cover key points specific to your organisation or just take elements of the course and run a series of short sessions covering each aspect of **The dreaded appraisal** individually.

If you would like help in facilitating this course or in adapting it to your specific requirements, call Video Arts Training Services. An experienced training consultant can advise you or, for an agreed fee, design and run a course for you.

Video Arts Training Services can be contacted on:

Video Arts limited

Tel: 0207400 4800

email: info@videoarts.co.uk

The programme overleaf is an outline of the course.

Each session is covered in detail later in the Course leader's guide.



Appraisal should be about agreement not aggression.

Session no.	Session content	Approx. timing
Session 1	Introduction and objectives <ul style="list-style-type: none"> • Welcome and housekeeping • Objectives • Structure of the course 	<i>10 mins</i>
Session 2	The purpose of appraisal <ul style="list-style-type: none"> • Video: introduction • Discussion • Definition 	<i>15 mins</i>
Session 3	The appraiser's preparation <ul style="list-style-type: none"> • Small group discussion • Discussion summary 	<i>25 mins</i>
Session 4	Getting people to open up <ul style="list-style-type: none"> • Video excerpt • Discussion • Video excerpt • Summary • Exercise 	<i>40 mins</i>
Break		<i>15 mins</i>
Session 5	Facing up to the problem <ul style="list-style-type: none"> • Video excerpt • Discussion • Video excerpt • Summary • Exercise • Discussion 	<i>45 mins</i>
Session 6	Agreeing a plan for the future <ul style="list-style-type: none"> • Video excerpt • Discussion • Summary • Exercise • Video summary 	<i>45 mins</i>
Session 7	The appraisee's preparation <ul style="list-style-type: none"> • Video excerpt • Discussion 	<i>15 mins</i>
Session 8	Action plan <ul style="list-style-type: none"> • Action plans • Course summary 	<i>15 mins</i>
Total:		<i>3 hours 45 mins (including break)</i>