MULTIPLE CHOICE QUESTIONS

- Which of these factors does NOT influence generational development?
 - Parenting strategies
 - Prevalent technologies
 - Formative experiences
 - E numbers
- How can issues of self-confidence be addressed?
 - One-to-one mentoring

- Encouraging problem solving
 - Having a no-blame culture
 - All of the above
- Which of these does NOT engage millennials?
 - The opportunity to make a difference
 - Learning by trial and error
 - Feeling heard and understood as an individual
 - Getting lots of good feedback

Effective appraisals: a two-way process

Andy Green

How to give and receive effective feedback is a perennial challenge, and one that frequently comes up as a worry or concern for managers and leaders of individuals and teams. A key factor in this is whether there is a properly structured, robust and correctly used process in place that everyone understands and uses correctly. Making the appraisal process one that the employee actively engages with and sees the value of is fundamental.

When done well, the appraisal process is invaluable in helping team members recognize their own strengths and weaknesses, address any gaps or concerns in a timely fashion, and put together a specific and meaningful plan for their personal and professional development. This means ensuring that focus is given not just to bottom-line metrics and key performance indicators, but also to the 'soft skills' of communication, teamwork, assertiveness and resilience. This can be thought of in three steps:

- The technical elements of their role
- The behaviours required of their role (competencies)
- Their goals, capability, competency and development requirements.

Developing a written set of skills and competencies for each job role, along with the behaviours expected at both a core and advanced level, allows all team members to be clear about what is expected of them, and makes progression much easier to measure and acknowledge. It also makes shortfalls and deficiencies easier to flag up, and to be addressed as behaviours to amend. Making it about the process or behaviour rather than the person is very important in reducing the potential for conflict or upset.

Ensure the team member has the relevant paperwork well ahead of time, giving them that time to reflect and prepare. They also need to return the completed paperwork to whoever is going to conduct the appraisal at

least 48 hours beforehand so they in turn are fully prepared. This helps to ensure both the team member and the practice get the maximum benefit from the process.

In the appraisal, the team member should be doing most of the talking, and the line manager most of the listening. Ensure you practice both active and reflective listening, using quality questions to clarify key points and draw out the important information. Remember that people need and want to feel heard and understood, NOT judged.

A clear plan with SMART goals needs to be agreed at or immediately following the appraisal. Setting the top three goals for 1 year, with interim targets for 90 days has been shown to be highly effective, and can be further broken down to simple weekly action steps, which when taken consistently will yield exponentially better results. Reviewing progress every 90 days allows momentum to be maintained, and any issues to be addressed promptly. Using an effective planning process like this going forwards is fundamental to achieving more in less time.

KEY LEARNING OBJECTIVES

- Understand the importance of having an effective appraisal process
- Develop a proven framework for appraisal delivery
- Understand the importance of clear communication in the appraisal process

MULTIPLE CHOICE QUESTIONS

- Which of the following statements about preparation for an appraisal is true?
 - Ensure the employee has all relevant paperwork at least a week ahead of the appraisal meeting
 - Ensure the employee returns all paperwork fully completed at least 48 hours before the appraisal meeting
 - Ensure the employee is fully aware of what will happen in the meeting and what is expected of them
 - All of the above

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2. Which of the following statements about appraisal is NOT correct?
 - (A) It is an opportunity for the employee to give reflective feedback on their own performance
 - (B) It is an opportunity for the line manager to listen to any concerns or issues the employee may want to raise
 - (C) It is an opportunity for the line manager to tell them everything they are doing wrong
 - (D) It is an opportunity to set meaningful goals for the coming year
 3. What is the correct approach to scheduling an appraisal?
 - (A) Get a date in the diary, but understand it will be cancelled if clinical work is busy
 - (B) Grab them for a quick chat when there is the chance
 - (C) I can't remember when we last did an appraisal
 - (D) Ensure it is at a time when there will be no other distractions for either employee or line manager
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