



Palomino Training Solutions
specialists in corporate training

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Performance Appraisal Training (2 days)

Course Overview

Fact: *Employees need to know where they are heading and how they are doing in order to improve their overall performance.*

Performance appraisals are an essential component of employee development. Someone once said, "If you always do what you've always done, you'll always get what you've always got." And, remember what the German philosopher Goethe said: "Treat people as if they were what they ought to be and you help them become what they are capable of being."

Setting goals and objectives to aim for will give supervisors and employees a unified focus and targets to aim for. Supervisors must also learn how to give feedback, both positive and negative, on a regular and timely basis so that employees can grow and develop. Performance appraisals involve all these activities.

This workshop includes dynamic trainee/trainer interactions and discussions, written and oral exercises, case studies, reflection, quizzes and a workbook for each participant to take back to the workplace.

Target Audience

All individuals who need to conduct performance appraisals for their team in order to increase success.

Course Outline

SECTION 1: History of Performance Appraisals

SECTION 2: Employees' Concerns About PAs

SECTION 3: What Makes PAs a Defensible Process?

SECTION 4: Stereotypes

1. Leniency or Stringency
2. Halo/Horn Effect
3. Error of Central Tendency
4. Stereotyping

SECTION 5: The Performance Management Process

1. The Four Steps
2. Performance Appraisal Samples

SECTION 6: SMART Goals

SECTION 7: Goal Setting

SECTION 8: The Performance Management Cycle



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SECTION 9: Setting Standards

SECTION 10: Performance Development Plan

SECTION 11: Feedback and Communication

SECTION 12: Listening

1. Guidelines for Effective Listening
2. Active Listening
3. Constructive Listening
4. Paraphrasing

SECTION 13: Asking Questions

SECTION 14: Probing

1. Verbal and Non-Verbal Probes
2. Probing Techniques
3. Probe Funnel

SECTION 15: Non-Verbal Messages

SECTION 16: Giving Feedback

SECTION 17: Characteristics of Effective Feedback

SECTION 18: Accepting Criticism

SECTION 19: Planning the Interview

SECTION 20: The Interview Format

1. The Opening
2. The Discussion
3. The Closing

SECTION 21: Goal-Setting Role Play

SECTION 22: Ordinary Feedback

SECTION 23: Coaching and Counselling

SECTION 24: Appraisal Preparation

SECTION 25: The Interview

SECTION 26: Maintaining Performance

SECTION 27: Behaviour Contracts

SECTION 28: Handling Performance Problems

SECTION 29: The Worst-Case Scenario (What to do if you have to dismiss someone)

SECTION 30: Pre-Assignment Review

SECTION 31: Performance Management Checklists