



## INTRODUCTION

Mention 'appraisal' and many employees cringe at the thought of what is to come. Most employees view performance appraisal as a fault-finding process that accentuate the areas of their short-coming without showing how they can improve. The appraisal process is also seen as being negative in perspective whereby it gives an opportunity to the appraiser to 'get-back' at the employee for stepping out of line. This then demonstrates a performance appraisal as a 'witch-hunting' project that ultimately sows the seeds of the demise of the organization. However, all is not lost.

Conducting and writing a performance appraisal gives the appraiser the opportunity to build a trusting and productive relationship with their appraisees. As Stephen Covey advocates "Always treat your employees exactly as you want them to treat your best customers."

Conducting regular and consistent appraisals can help you keep your employees happy, engaged, and focused. It is human nature to want to succeed. Giving your employees feedback on their positive and negative attributes is part of the pathway to success. A poorly designed appraisal can have the reverse effect. By honing your skills on writing an appraisal using the process of appreciative inquiry and constructive criticism, you can bring the best out in your employees' performance. An excellent appraisal is one which endorses the positive and creative actions of the employee that allows them to excel further. It also allows the employees to be aware of their shortcoming and make beneficial suggestions on what they could do to strengthen these. In this result-oriented workshop, you will learn how to conduct and write a well-designed appraisal by determining the categories for an annual review and understanding how it affects employee compensation and remarkably improve the overall performance of the employee.

## LEARNING OBJECTIVES

**By the end of this workshop, participants will be able to:**

- Feel more confident and comfortable in your management role
- Understand the psychology of feedback: resistance to change
- Understand effective performance review process
- Turn negative feedback into a productive and motivational session: Manage change in behaviour
- Know a variety of phrases to use in your performance evaluation comments
- Make feedback and follow-up an ongoing part of your job as an appraiser
- Turn potentially difficult situations into positive opportunities
- Set SMART goals as a strategy for behaviour change

## COURSE OUTLINE

### **Module 1: Feel confident in your management role**

- The psychology of feedback
- Fear of change
- Managing change of behaviour when giving feedback

# Performance Management & Appraisal for Organizational Success

By Sandra Daniel



- Agreeing on a problem: knowing what employees really want!
- Seeking and supporting solutions
- Breaking the mould of negative expectation

## Module 2: Working your way through the performance appraisal process

- Planning and preparation: setting the scene
- Gathering and analysing data
- Focusing on the entire year
- Revisiting objectives
- Completing the evaluation form
- Effective phrases for communication

## Module 3: Running a productive appraisal session

- Setting the stage for the appraisal
- Opening the discussion
- Leading the discussion
- Paradigm shift: let them do the talking
- Reinforcing perceptions
- Raising self-awareness around blind spots
- Wrapping up the discussion

## Module 4: Setting SMART goals

- Identifying the most common pitfalls to achieving realistic goals
- Goals that are S.M.A.R.T. are goals that work
- Setting realistic goals with direct reports to ensure their success
- Reinforced and quantifiable goals to follow up on actions

This is an action-oriented and highly interactive workshop comprising of intensive practices, role-plays and challenges.

### FOR WHOM

Managers, supervisors, team leaders, or any participant who is or will be managing teams or individuals.



## ABOUT THE TRAINER

Sandra Daniel is an ACTA-Certified trainer and holds a Master in Science (Training and Development) from University of Leicester. She is a dynamic and entertaining trainer/speaker in areas of communication strategies, leadership management as well as personal and organization productivity.

As a corporate trainer, she has been guiding various statutory boards, government-based organizations and private business enterprises in recognizing opportunities to function proficiently in competitive environments. Some of her workshops and public seminars include clients from diverse industries namely Citibank, Supreme Court, Neptune Orient Lines Ltd, National University Hospital, Singapore Police Force, Quantum Automation, OCBC, Singapore Tourism Board, Ministry of Home Affairs, Ministry of Finance, Singapore General Hospital, HDB, Intellectual Property of Singapore, LTA, Singapore Medical Council, CPF, Hilton Hotel and Ministry of Manpower.

Apart from being a corporate trainer, Sandra is an adjunct lecturer with Singapore Institute of Technology, University of Liverpool and Singapore University of Social Sciences. She designs, develops and lectures topics on Leadership, Creative and Critical Thinking, Communication Skills, Creative Thinking in Problem Solving and Decision Making and Research Methodologies.

Sandra provides a platform for industries to operate within various effective frameworks that integrate growth and success. Her real-world experiences with these clients place her in a better strategic position as a corporate trainer as she stays current on issues to cultivate specific skills and knowledge related to promoting employee development.

Sandra regularly contributes articles on management, leadership, communication skills and effective learning strategies to Straits Times Recruit.

To date, Sandra authored and co-authored several books namely, How to Think Critically with Sun Tzu Art of War Stratagems, Impactful Academic Writing and Extremely Busy People's Guide to Read Faster and Memorize Better and Think Clearer.

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**Date:** [ ] 06/06/2018

**Venue:** TBA, 9am – 5pm

**Fee:** [ ] S\$650 (before GST) for D&B Subscriber [ ] S\$760 (before GST) for Non-subscriber  
(Includes materials, refreshments and lunch)

**Email completed forms to [adrian.chai@dnb.com.sg](mailto:adrian.chai@dnb.com.sg) or Fax to 6226 0178**

## Participant(s) Information

**Name 1:** \_\_\_\_\_ **Job Title:** \_\_\_\_\_  
**Email:** \_\_\_\_\_ **(DID):** \_\_\_\_\_  
**Name 2:** \_\_\_\_\_ **Job Title:** \_\_\_\_\_  
**Email:** \_\_\_\_\_ **(DID):** \_\_\_\_\_  
**Name 3:** \_\_\_\_\_ **Job Title:** \_\_\_\_\_  
**Email:** \_\_\_\_\_ **(DID):** \_\_\_\_\_

## Company's Information

**Name of Company:** \_\_\_\_\_  
**Address:** \_\_\_\_\_ **(Postal Code)** \_\_\_\_\_  
**Telephone:** \_\_\_\_\_ **Fax:** \_\_\_\_\_  
**Liaison Officer:** \_\_\_\_\_ **Job Title:** \_\_\_\_\_  
**Email:** \_\_\_\_\_ **(DID):** \_\_\_\_\_

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1. A seat will be reserved upon receipt of completed registration form, and confirmation of seat upon payment received.
2. A substitute participant is welcome at no charge should you not be able to attend. Please provide the necessary details. Only cancellation made 14 working days before commencement is entitled to full refund of seminar charges (only applicable to cheque or credit card payment). No refund thereafter including no show during day of commencement. A complete set of materials will however be sent to you.
3. For D&B subscribers opting to pay through D&B subscription units, deductions would be made upon receipt of completed registration form. In the event of any postponement/cancellation of seminar by D&B; or withdrawal from seminar by participant(s), units deducted would not be credited. However, a replacement of seminar (of same value) would be given and to be utilized within 6 months.
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