







APPRAISAL DIALOGUES

Transformation refers to change processes that result in a genuinely fundamental organisational change. In most cases, it is not clear at the start of the transformation process what the exact result will be. As a manager, it is necessary to know the right set screws to control the methods of this kind.



FACTS

-  **LANGUAGE**
German
English
-  **COURSE TYPE**
Presence classroom
Virtual classroom
-  **REQUIREMENTS**
None
-  **AVAILABLE**
Inhouse
-  **CONTACT**
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-  **FACTSHEET ONLINE**



TRAINING DESCRIPTION

In the training course "Successfully conducting appraisal interviews", you will learn how to communicate with employees in a solution-oriented manner in line with the occasion. In the training we work on solution-focused communication and questioning techniques and practice these skills on our own case studies.

FEEDBACK AND CRITICISM

Feedback - Coaching instrument

- Desired feedback on observed behavior
- The feedback recipient decides what to do with it

Criticism - management tool

- Feedback of observed behavior that the feedback provider has noticed
- The feedback recipient should change his behavior

As a manager, it is crucial to regularly report back to your employees whether they have completed their tasks as agreed or how they are developing. At the same time, the manager should also be able to voice criticism in a way that employees can accept. In both cases this is feedback. In the first case, the person receiving the feedback decides what he wants to do with it, in the second case the manager has the clear goal that the employee changes his behaviour or corrects the result of his work.

CONTENTS AT A GLANCE

FUNDAMENTALS

- Solution-focused communication
- Solution-focused questioning technique
- Dealing with emotions
- Working with competence profiles
- Basics of learning

A STRUCTURED APPROACH

- Recognise and reflect on your own communication style and its effect on conversations with employees (own shares)
- Differentiate between different types of staff appraisals and use them in the right situation

CONVERSATION TYPES

- Target agreement meeting
- 360° feedback discussion
- Critical discussion
- Termination interview
- Conflict Talks
- "Leading upwards"

DOCUMENTATION - MONITORING AND FOLLOW-UP

- Systematic preparation and implementation, - documentation of the interviews

PEER COACHING

- Reflect and work on your own leadership issues together with peers

