

A unique, three-step activity leading to confident, effective appraisal.

Skill Focus:

- Defining appraisal
- Identifying problems of appraisal
- Realising the benefits
- Understanding the appraisal process
- Practising an appraisal interview



What this dynamic exercise does is allow teams to learn by doing. It is in three parts: first, a questionnaire reveals just how participants view the subject of appraisal. Then participants divide into teams and each receive letters from companies wanting advice on appraisals. Teams bid for which letter they would like to answer and then work together for 50 minutes on a presentation.

These initial exercises get all the prejudices and preconceptions out into the open.

In the final part of the exercise teams form groups of Appraisers and Appraisees. The Appraiser teams pick one of their number to be an appraiser and they spend time briefing him or her on their role.

A Brief and a set of datacards describe an imaginary Appraisee. The teams of Appraisees choose one of their number to be the Appraisee. After preparation the Appraiser and Appraisee meet and conduct an appraisal interview with their coaching teams observing and making notes about what was effective and how the appraisal interview could have been improved.

Topics Covered

- the problems and with appraisal
- the benefits of effective
- the forms that are
- the structure of interview itself

Users' Comments

"My overall impression about The Appraisal Game is that it is brilliant! What makes it brilliant for me is that it can be used flexibly and different parts can be combined depending on what trainees need. Also, it fits beautifully with other developmental training such as feedback, teamwork, assertiveness and reaching agreement. This is the best training activity about appraisals I have seen."

How to run the game

- 1 Issue a copy of the questionnaire to each person on the course. Allow them 10-15 minutes to complete.
- 2 Ask participants to come up with the Top Ten statements that best describe the appraisal process. Lead a discussion among participants excluding statements that are misleading or wrong and concentrating on the suggested top ten points.

- 3 Divide participants into teams of 3-6 and introduce them to the second stage of the exercise. Each team is issued with a number of letters from companies wanting help on specific issues to do with appraisal. Teams have to choose ONE letter to respond to. They must bid to get the letter of their choice. Issue bidding slips - any points used in the bidding will be deducted from a team's final total. Hold an auction and allocate one letter to each team.
- 4 Teams spend 50 minutes discussing the issues raised in the letter they have chosen and they then give a 10 minute presentation to the rest of the group on their topic.
- 5 The exercise so far has got people talking and thinking about appraisal - perhaps seeing it in a different way to the way they were used to seeing it. Now teams are going to move on and actually experience the appraisal process.
- 6 Divide the group into two or more teams. If you have 12 people you can have two teams of six or four teams of 3. If you have 15 people you can have four teams of three and four. Whatever the case you need to pair the teams up so that you always have at least one Appraiser team matched with one Appraisee team.
- 7 Issue each team with its Brief and make available the set of datacards which they may or may not request. The idea is that each team chooses one of their number to be either Appraisee or Appraiser. The team briefs this person for the appraisal interview which is then held between the two main participants with their respective teams observing.
- 8 When the interview is over the respective teams review the interview and their representative's performance. This leads into a general discussion of what went well at the interview, what went badly and what could have been improved. One of the key points is the importance of preparation, the need to be specific and the role of the Appraiser in getting the Appraisee to comment on their performance. At the end of the process most participants will feel much more comfortable about the whole process whether they are doing the appraising or being on the receiving end. They can now empathise with both parties to an appraisal and will have developed some key appraising skills.

Timing: The exercise is in three different parts and you can use any or all parts. So timing ranges from 1 hour to 3 hours depending on which part you decide to do.

Numbers: 6 to 24 (2 to 4 teams of 3 to 6 per team) for each training activity.

Who: Staff at any level.

PC required: None.

Licence Free: When you buy this training material, there are no restrictions on the number of times you can use it.

Cost to buy: You can buy this business game (which includes a trainer's manual) and use it yourself for £350 + delivery and VAT (if applicable).

We will also run this game for you, please contact us for details.

For further information please contact:

**Liz Garrard
Training Co-ordinator
Elite Training European Ltd
3 Parkers Place
Martlesham Heath
Ipswich
IP5 3UX
Telephone +44 (0)1473 610320**

Email: games@elitetraining.co.uk

Website: www.elitetraining.co.uk