



Competencies that are addressed:

PRIMARY COMPETENCY CATEGORIES:

- **Results Oriented—**
Passionate about winning. Dedicated to achieving all-win solutions to situations.
- **Accountability—**
Demonstrates personal responsibility and holds self and others accountable for organizational outcomes.

RELATED COMPETENCY CATEGORIES:

- **Attitude—**
Maintains a friendly, positive, and enthusiastic outlook.
- **Interpersonal Skills—**
Displays a consistent ability to build solid relationships of trust and respect inside and outside the organization.
- **Communication—**
Advances the abilities of individuals and the organizations through active listening supported with meaningful oral and written presentation of information.
- **Human Resource Management—**
Manages process for aligning human capital with organizational goals.

Performance Appraisals

SUMMARY

Creating a performance management culture makes performance appraisal an ongoing process rather than a yearly event that is generally stressful and subjective. An effective appraisal meeting includes establishing rapport, discussing positive and negative results with objectivity, agreeing on specific improvement areas, and setting expectations for future performance.

CONTEXT

Performance appraisals don't have to be an ordeal for everyone involved. Making performance expectations clear from the start takes the guess-work out of appraising at the end of the year. When you work with associates to create achievable targets and give them ongoing "real-time" coaching and feedback, people are better able to hit their targets.

Appraisal meetings should include a candid, adult discussion about positive and negative results, and plans for the future. Specific strategies to help individuals, teams, and the organization meet critical objectives helps everyone feel they are moving in the right direction and making a solid contribution. In this module, you will work with a process that makes performance appraisals less stressful, easier, more subjective, and more results-oriented.

At the completion of this module, participants will be able to:

- Create a performance management culture
- Conduct RAVE Performance reviews
- Make the appraisal process fair and equitable, with reduced stress
- Use the appraisal process to focus on future growth

"It is only as we develop others that we permanently succeed."
—Harvey S. Firestone