

Public Services Delivery  
Scotland



# Finding Hope in Appraisal

Tools to support appraisees



1



2



*Attention is the  
rarest and purest  
form of generosity.*

Simone Weil

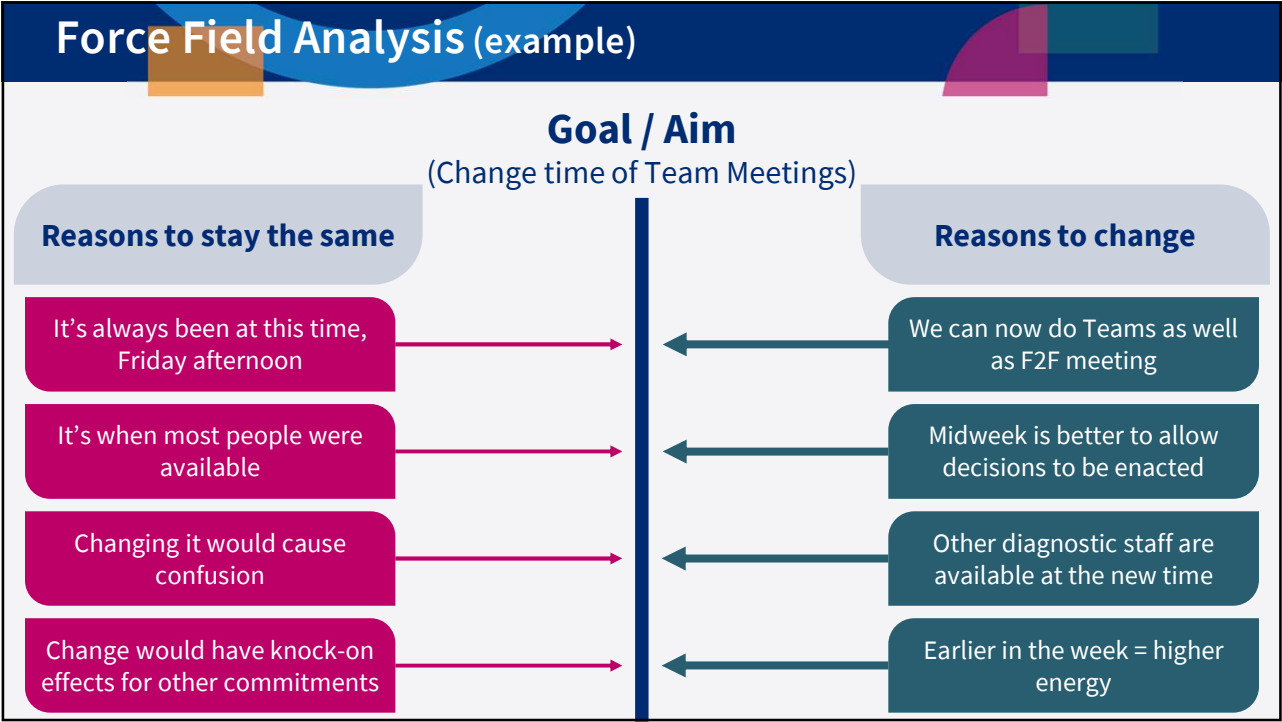
3

**Blue-Sky Creative Thinking**

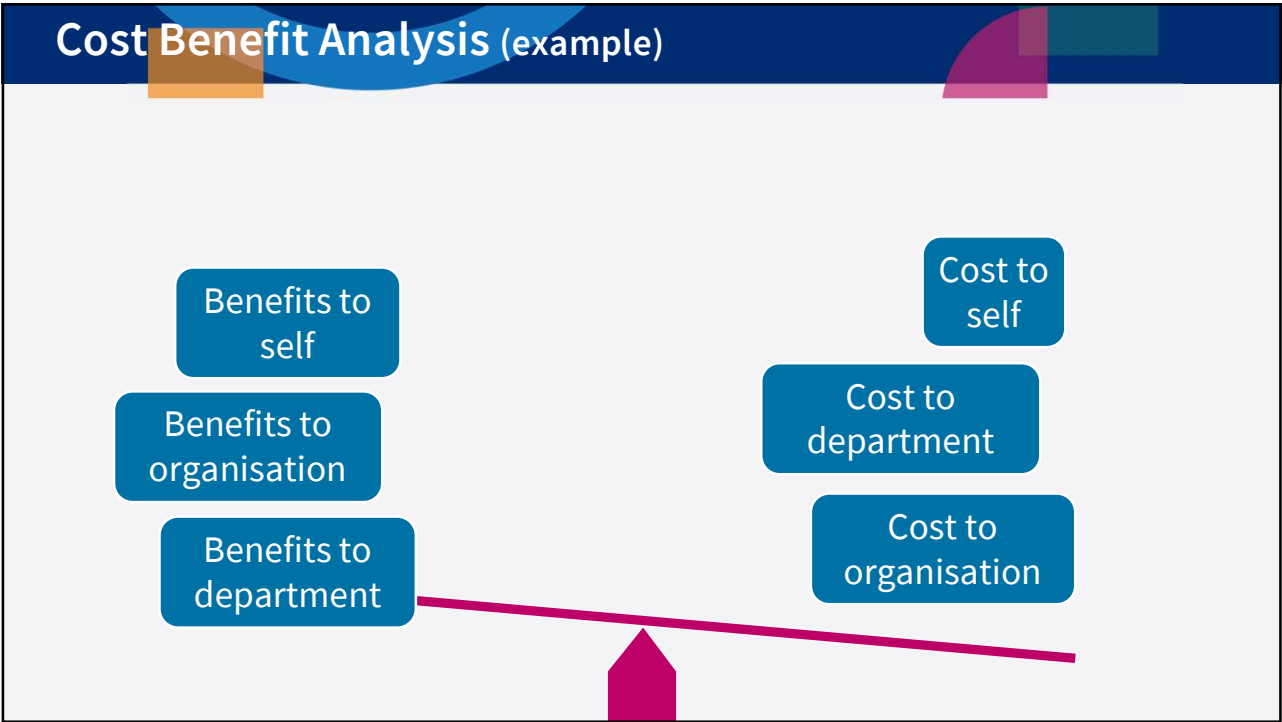
- Appraiser wants change...
- If the situation was good, what would that look like?
- What would they be doing, feeling?
- Generate lots of ideas and identify the most meaningful to work on

The graphic features a blue background. At the top, two white clouds contain the text 'Blue-Sky Creative' and 'Thinking'. Below the clouds is a list of four bullet points. To the right of the list, there are several yellow lightbulbs with rays emanating from them, and several black question marks. At the bottom right, there are two stylized black silhouettes of human heads in profile, facing right. The head on the left has a white question mark inside, and the head on the right has a yellow lightbulb inside.

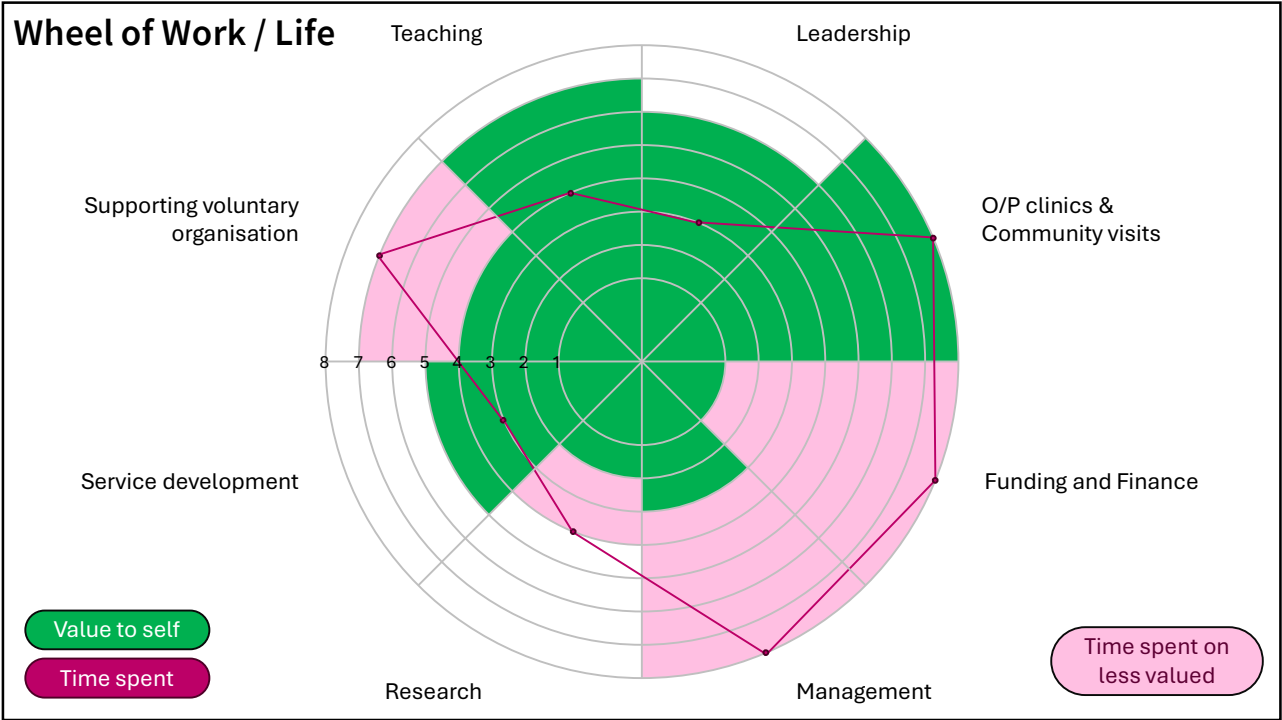
4



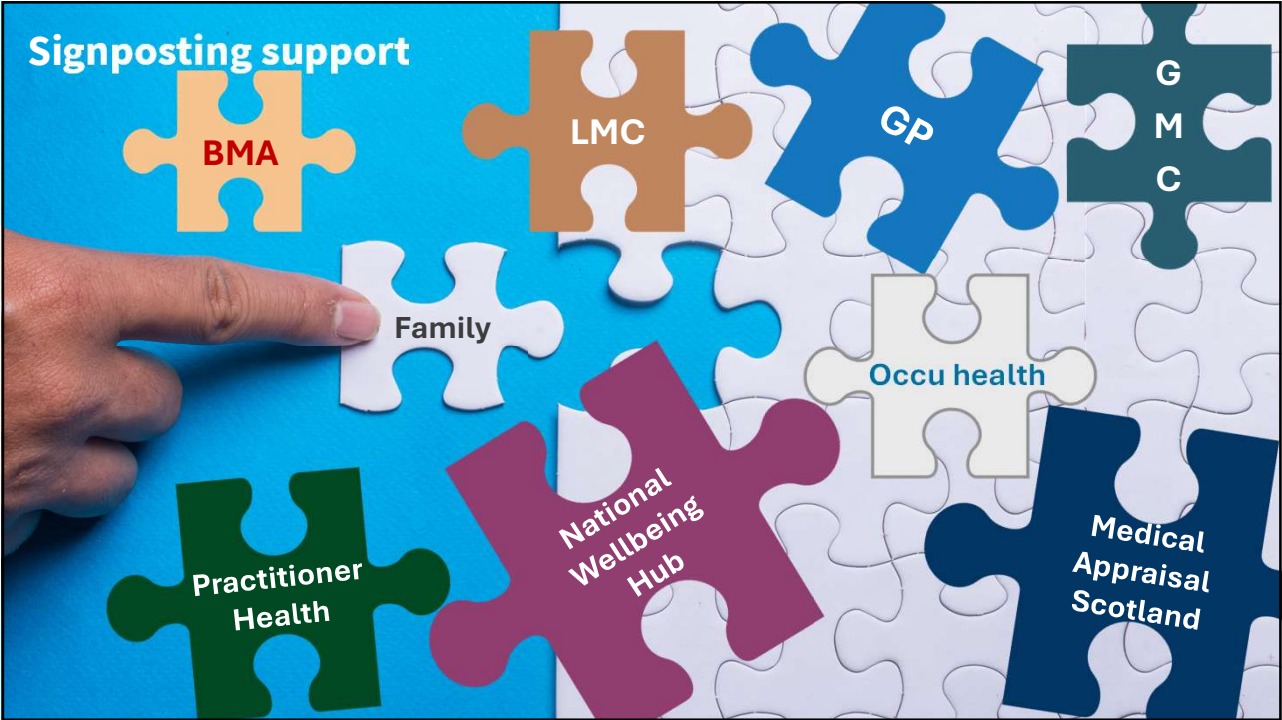
5



6



7



8

This resource may be made available, in full or summary form, in alternative formats and community languages. Please contact us on **0131 275 6000** or email [altformats@nhs.scot](mailto:altformats@nhs.scot) to discuss how we can best meet your requirements.

Public Services Delivery  
Scotland

PSD Scotland  
Gyle Square  
1 South Gyle Crescent  
Edinburgh  
EH12 9EB  
Tel: 0131 275 6000  
[www.publicservicesdelivery.scot](http://www.publicservicesdelivery.scot)

©PSD Scotland 2026. You can copy or reproduce the information in this resource for use within NHS Scotland and for non-commercial educational purposes under creative commons CC BY-NC 4.0 Deed | Attribution-Non Commercial 4.0 International | Creative Commons. Use of this document for commercial purposes is permitted only with the written permission of PSD Scotland.