

# Improving Appraisal Conversations

## *Refresher Appraiser Workshop*

# WELCOME

## Aims of today



Deepening the  
appraisal  
conversation



Learning new  
approaches to  
facilitate exploration



Experiential and  
practical

AM Time	Session	PM Time
09:00	Welcome and introductions	13:30
09:15	Dilemmas appraisees bring	13:45
09:25	Skills and techniques #1	13:55
09:35	Your experience (breakouts)	14:05
09:55	<b>Practice skills #1</b>	14:25
10:55	BREAK	15:25
11:10	Skills and techniques #2	15:40
11:20	<b>Practice skills #2</b>	15:50
12:20	Review and Q&A	16:50
12:30	End	17:00

# The appraisal conversation

- Skills / tools
- Facilitate the exploration
- Valued outcome



## What dilemmas do appraisees bring?

How do I take forward my great idea?

What do I want my next career move to be?

How do I cope with a complaint

I have one really difficult colleague and don't know how to deal with them

My week is just too overloaded and I don't know how to change it





## Appraisal conversation: what it is...



- ✓ Annual conversation
- ✓ Respect, empathy and genuineness
- ✓ Appraisee agenda



- ✓ Appraiser facilitates insight / exploration
- ✓ Formative process
- ✓ Encourage reflection



- ✓ Structured and flexible
- ✓ Ethical practice

## Appraisal conversation: what it is **not**...

- × Performance review
- × Advising

- × Teaching
- × Instructing

- × Counselling
- × Comfortable chat



# True or false?



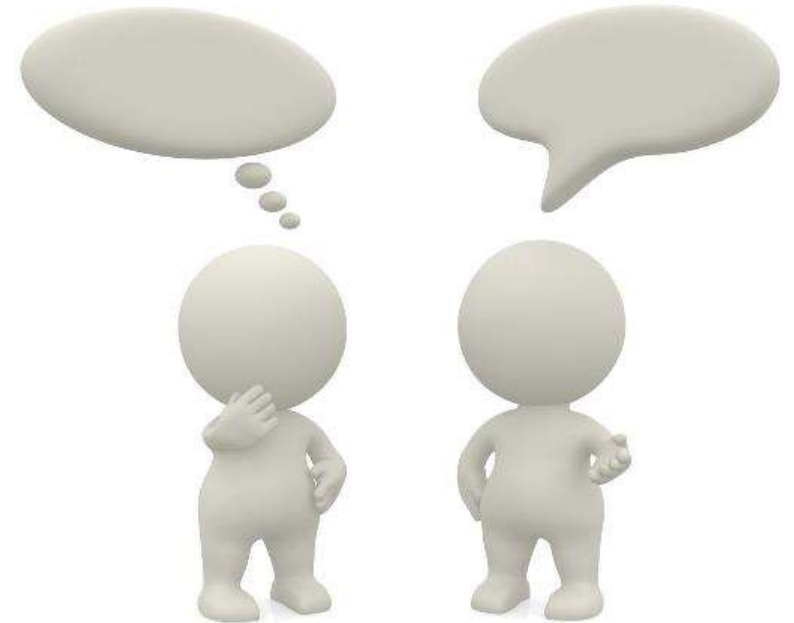
Talking = Communicating



Listening = Hearing



Hearing = Understanding

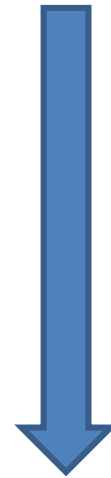




# Diagnostic listening

- History
- Examination
- Investigation
- Plan
- Outcome

***Listen to facts***



Selective listening  
Filtering irrelevancies  
Planning what to say

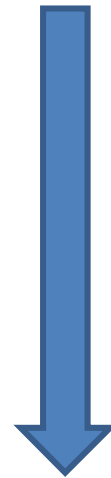
***Solve the problem***

# Active Listening



## ***Listen to person***

Actively attending  
Nothing is irrelevant  
Reflecting  
Hearing



What is not being said  
How does it feel  
Where is the energy

## ***Responding***

# Listening and Questioning

## Diagnostic listening

- Information gathering
- Thinking ahead to next question
- Writing notes
- Solution focussed



## Active listening

- Listen & ... *hear*
- Observe & ... *seek understanding*
- Respond & ... *facilitate exploration and understanding*

**They** will work out a way forward

## Personal experience of...

- Benefitting from your appraisal?
- Conversations that have facilitated exploration of issues?
- Offered (or been offered) this type of approach in appraisals?
- What opened these conversations?





## Open up the appraisal conversation (1/3)

- Open questions:
  - ✗ *Can you...? Do you...?*  
*Have you...? Are you...?*

**Answer:**  
**YES / NO**

- Tell me ...
  - ✓ *What...? Why...? Who...?*  
*Where...? How...?*

**Answer:**  
**a narrative**





## Open up the appraisal conversation (2/3)

- *What's going on?*
- *What's really going on?*
- Different perspectives, past experience...  
*how would others view this?*
- Identify out of all that is discussed...  
*what is really meaningful to the appraisee  
and valuable to explore further?*



## Open up the appraisal conversation (3/3)

- Reflecting
- Paraphrasing
- Echoing key words
- Silence
- Identifying blind spots
- Summarising



## Have a go: practice #1

Explore what the *actual* issue is

- Use an issue you might take to your appraisal
- 1 hour (alternate 20 mins per trio)
- **Appraiser** | Appraisee | Observer

# Improving Appraisal Conversations

## *Refresher Appraiser Workshop*

**WELCOME BACK**

# ***Blue-Sky Thinking***

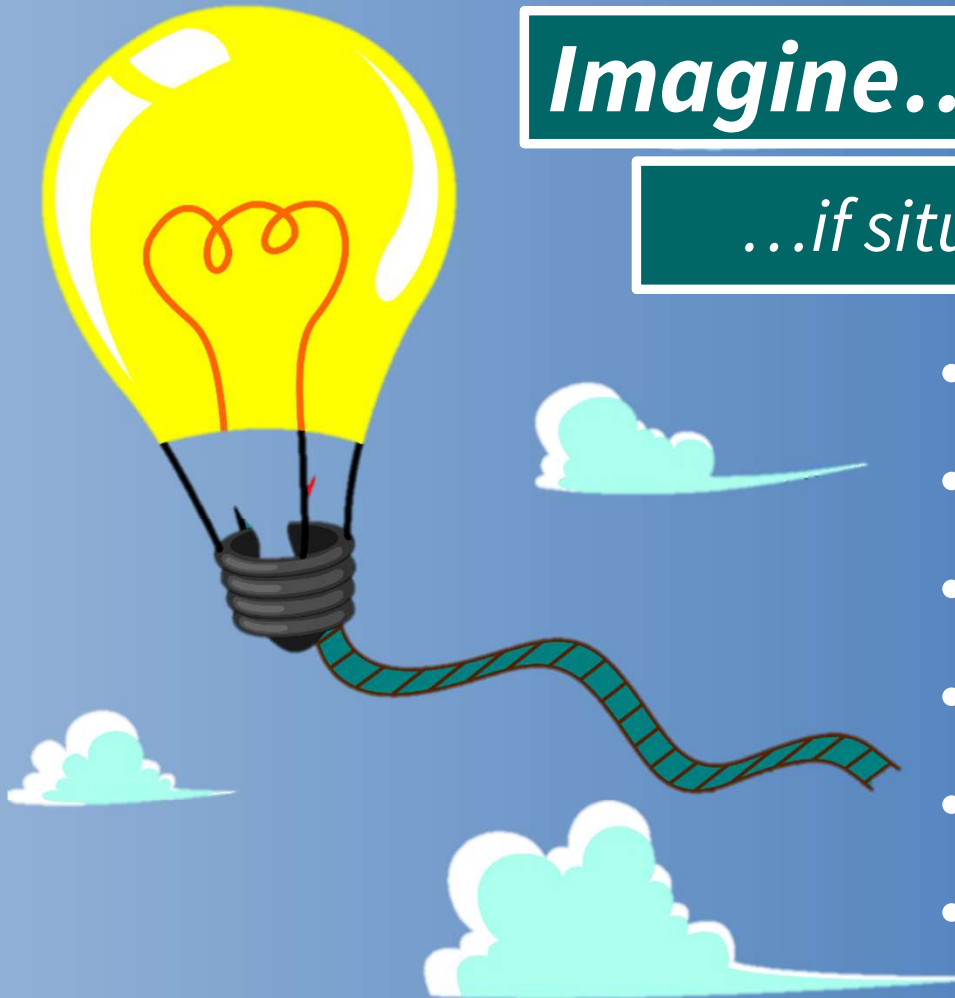
- Appraisee wants change...
- What is important, relevant & meaningful to them?
- What would good look like?
- How would life look in 6 months' time?
- Encourage imaginative thinking





***Imagine...***

*...if situation was changed and was good?*



- What are you doing?
- Fun, fast, lots of ideas
- Permission to dream
- Ideal future
- What, not how...
- **Could this be added to your PDP?**



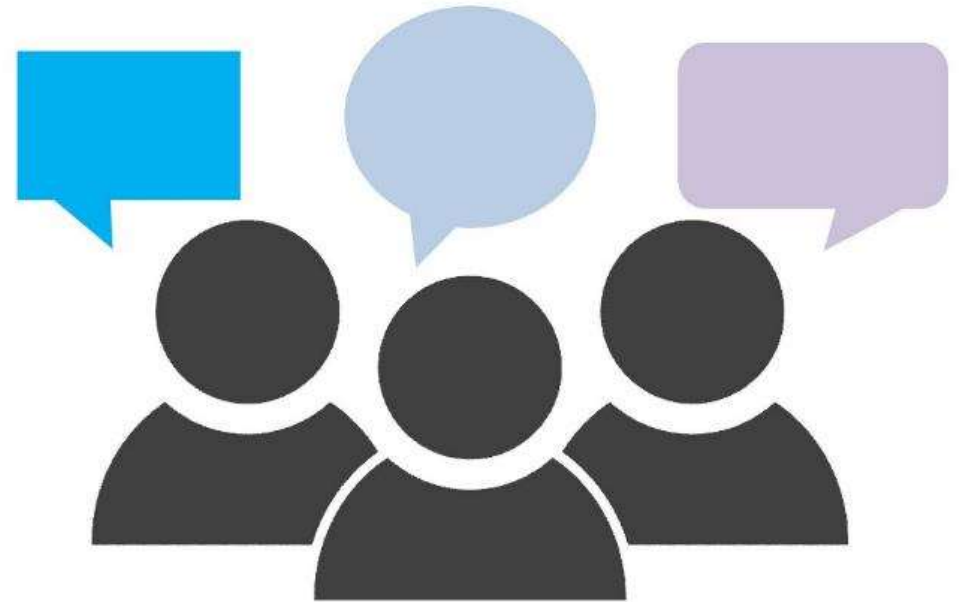
## Have a go: practice #2

**Blue sky thinking**  
*imagine all options available*

- Use an issue you might take to your appraisal
- 1 hour (alternate 20 mins per trio)
- **Appraiser** | Appraisee | Observer

# How was it?

- Review of practical sessions
- Learning points





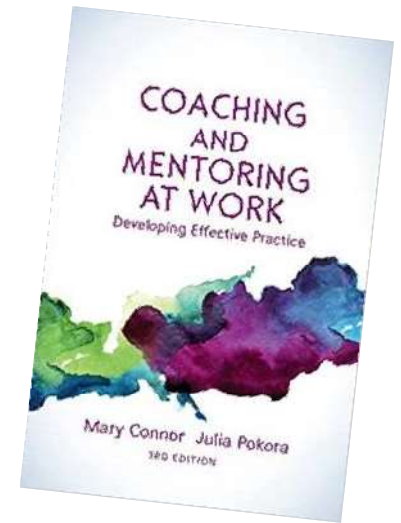


Final questions?



# Reading resources

- Connor & Pokora 2017 Coaching and Mentoring at Work: developing effective practice.
- Active Listening (Kwantlen Polytechnic University)  
[https://www.kpu.ca/sites/default/files/Learning%20Centres/Comm\\_ActiveListening\\_LA\\_0.pdf](https://www.kpu.ca/sites/default/files/Learning%20Centres/Comm_ActiveListening_LA_0.pdf)





## Video resources (1/2)

- **YouTube shorts**
- Improve your Communication Immediately with Active Listening <https://www.youtube.com/watch?v=Xuy7Z718b34>
- Active vs. Passive Listening Skills [https://www.youtube.com/watch?v=p7J\\_wTshRw4](https://www.youtube.com/watch?v=p7J_wTshRw4)
- Do You Listen to Reply or to Understand? <https://www.youtube.com/watch?v=WYriovgdBVI>

## Video resources (2/2)

- **Skilled Helper model demonstrations**
- <https://www.appraisal.nes.scot.nhs.uk/appraiser-training/refresher-programme/appraiser-webinars/iac/>
- See resources listed

This resource may be made available, in full or summary form, in alternative formats and community languages.  
Please contact us on **0131 656 3200** or email **altformats@nes.scot.nhs.uk** to discuss how  
we can best meet your requirements.



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