

# Improving Appraisal Conversations

## Egan Skilled Helper Model

Pre-workshop information

*(Also use as reference material on the day)*

<i>Time (AM)</i>	<i>Time (PM)</i>	<b>Session</b>
09:00	13:30	Welcome and introductions
09:10	13:40	What is mentoring / coaching
09:55	14:25	BREAK
10:05	14:35	Egan model
10:45	15:15	BREAK
10:55	15:25	Practice skills
12:20	16:50	Q&A
12:30	17:00	End

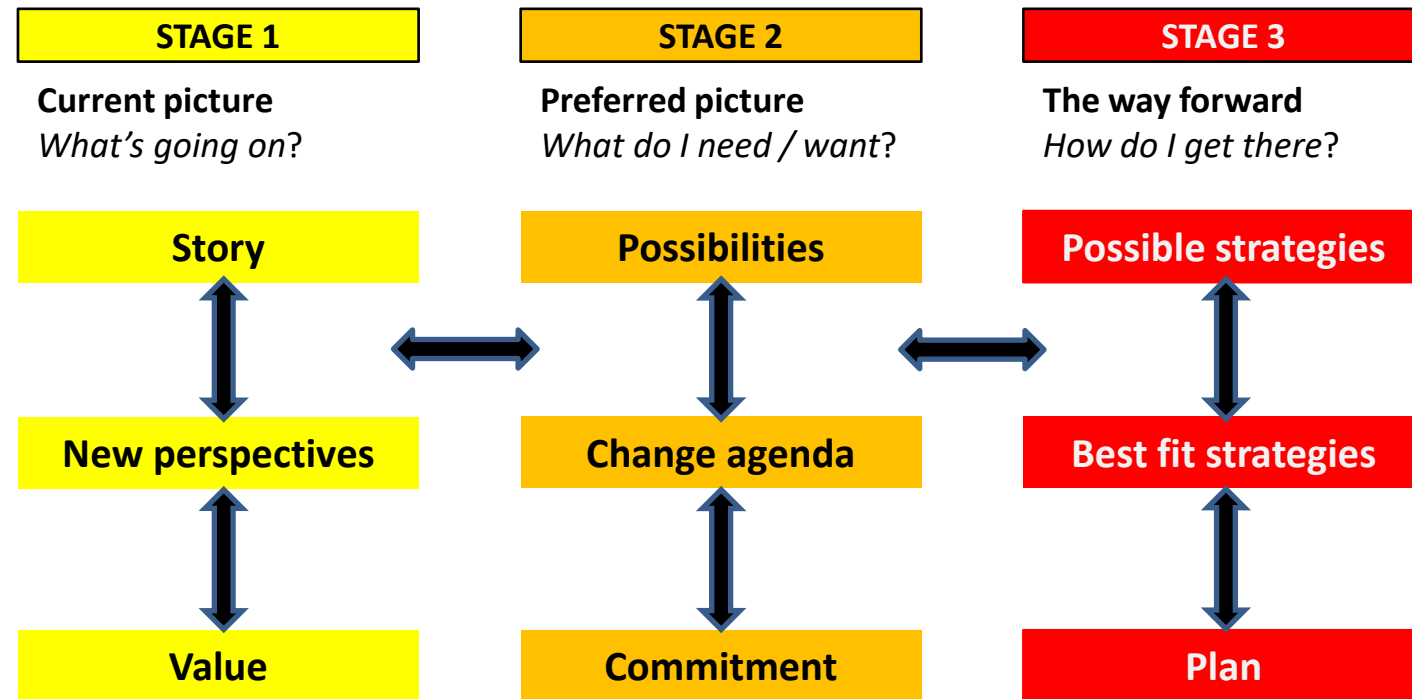
- *In this half-day workshop we will explore one particular model of mentoring - the Skilled Helper Model developed by Gerard Egan.*
- *Some of the techniques and skills can be helpful in an appraisal context.*
- *The mentoring relationship is a learning relationship in which the mentee is supported to explore and develop insight into an issue that they have identified and this can be of great value in appraisal.*

## Personal experience *(small group discussion)*

- Can you identify any such learning relationships that have helped
  - Within work
  - Outside work
  - What were the qualities of the person providing that support
- Are there times when you would have valued this type of support ?
- Have you ever had this support as appraisee or provided it as appraiser?

# Practice Skills

- Second half of the workshop will give participants an opportunity to practice some of the mentoring / coaching skills.
- Please be prepared to undertake the role of mentee (appraisee) and mentor (appraiser).
- **For the mentee role, bring a meaningful issue that you are happy to explore in this context.**
- It could be something from work or home. It needs to be a real issue, but not necessarily too weighty.



Action Leading to Valued Outcomes

***How do I make it all happen?***



# Stage 1: Current picture *(What's going on?)*

Story	<i>What do you want to talk about?</i> <i>What's going on?</i>
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New perspectives	<i>What might you have missed?</i> <i>What's really going on?</i>
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Value	<i>What is most valuable to work on?</i> <i>What is meaningful for you?</i>
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Reflecting

Non-verbal

Paraphrasing

Open questions

Summarising

Silence

Echo key words

Blind spots

Other perspectives

Value

Tell me...  
Because...  
I wonder...

## Stage 2: Preferred picture *(What do I need/want?)*

Possibilities	<i>Imagination</i>
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Change agenda	<i>Shape a change agenda</i>
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Commitment	<i>Test commitment</i>
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Imagine

Ideal future

What are you doing

What are you feeling

Fun, fast, lots of ideas

What? Not How?

Permission to dream

What is most important

What do you have energy for

What might get in the way

How will you feel when you achieve this goal

SMART Goal

Scale 1-10, how committed are you



## Stage 3: The way forward *(How do I get there?)*

Possible  
strategies

*What will help you get  
what you want*

Best fit  
strategies

*Which options make sense*

Plan

*What is the action plan and  
how do you start*

Ideas to  
achieve goal

Creative, fun,  
no limits

Fits with core values

Time frame,  
working back

Final test of commitment

## References

- Connor & Pokora 2017 Coaching and Mentoring at Work: developing effective practice.
- Egan G 2013 The Skilled Helper
- Videos to be shown on the day:  
<https://www.appraisal.nes.scot.nhs.uk/s/egan/>