



## Learning Activity 11–17: Performance Appraisal Practice

### OBJECTIVE

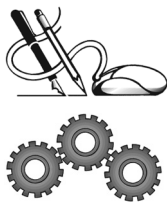
The objective of this learning activity is to

- ♦ practice the steps of an effective performance appraisal.



### MATERIALS

For this activity, you will need



- ♦ Training Instrument 12–14: Performance Appraisals, one copy for each learner
- ♦ Tool 12–16: Performance Management Process, one copy for each learner.



### TIME

- ♦ 45 minutes

### INSTRUCTIONS

1. Divide the class into groups of three.
2. Distribute copies of Training Instrument 12–14.
3. Ask the groups to review the performance appraisal situation listed on their training instruments. In each group, each person will get an opportunity to be the manager, the employee, and the observer.
4. Give them 15 minutes to prepare for the roles.
5. Each group will practice the performance appraisal. The manager will discuss, the employee will react as he or she sees fit, and the observer will take notes, using Tool 12–16.
6. After nine minutes, call time. Ask the observer to discuss his or her notes with the group. Those who were practicing the appraisal will

also be able to make comments. Allow nine minutes for this discussion, then instruct participants to change roles.

7. After nine more minutes, call time, repeat the discussion process.
8. Have them take the remaining roles they have not yet played and repeat the process.
9. After the exercise, conduct a debriefing discussion, using these questions.

### ***DISCUSSION QUESTIONS FOR DEBRIEFING***

- ♦ Did you see some practices that seemed to work well for these appraisals?
- ♦ What were some of the best phrases you heard our managers use?
- ♦ What is something you learned from this practice?