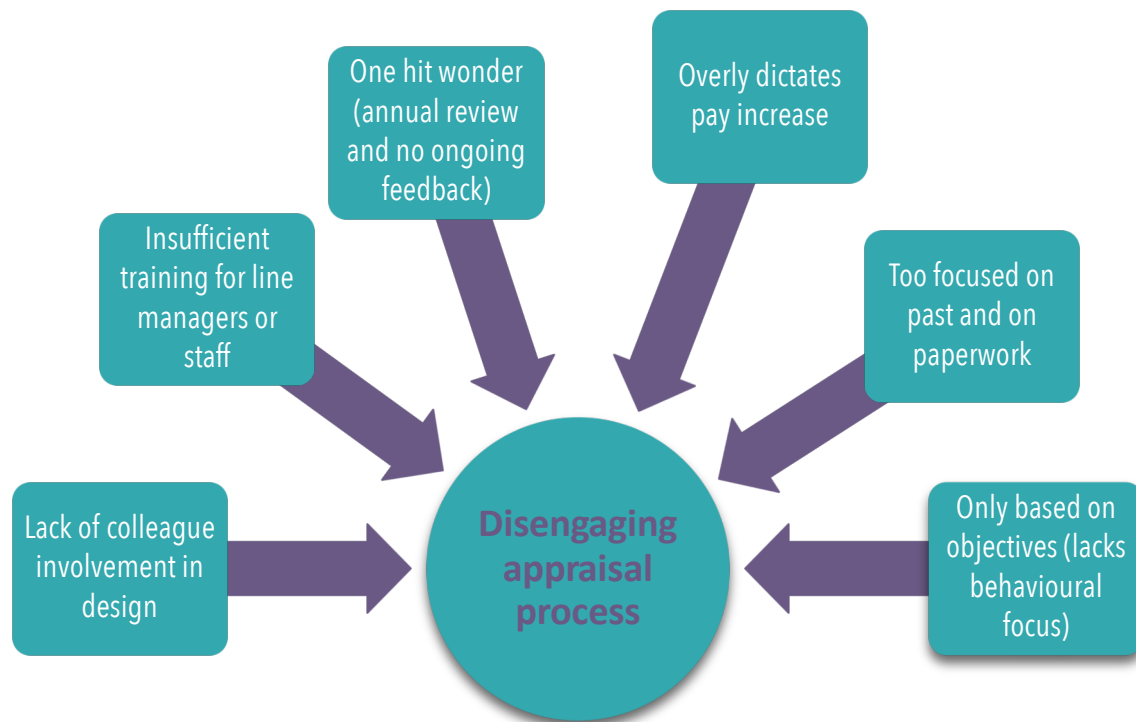


Resource Hub – Oppraisal® - Making appraisal engaging

It's notoriously difficult to get appraisal-like interventions right and ensure it adds value. Here are some of the common pitfalls and how to make it a more engaging experience.



Designing Oppraisal® for engagement

Overcome the image problem – Involve colleagues in appraisal design, so they don't see it as something that is 'done to' them. Ensure there are tangible benefits for both direct reports and line managers by allowing some flexibility about appraisal tools used. Think about a framework to help, rather than a requirement to meet or paperwork to complete.

Keep a future focus – Primarily, looking back is helpful to the extent that it informs the way forward, so the balance between reflection and 'what next' needs to be right. Avoid the terms 'appraisal' (too judgemental) and 'performance review' (too retrospective). We have adopted the word Oppraisal® to reflect the opportunity that it presents, in particular in how the individual's development and career come into the discussion.

Continuous feedback – Ensure there is ample opportunity to share continuous feedback and that managers feel equipped to both encourage and deliver this.

Clarify behavioural expectations – It's essential that colleagues know what behaviours are expected of them and will ultimately help to achieve their objectives, so that the 'how' rather than just the 'what' can be reinforced. This also enables a clearer link with any core competencies or values, which are likely to hold the key to being successful in an organisation.

Divorce your framework from pay increments – It is important to be cautious about linking pay increases to a single review of performance. Objectives are notoriously difficult to set in a way that is equitable, so particularly if these are not easy to quantify or measure, they could become a disincentive. For example, individuals may seek less ambitious objectives or be reluctant to admit to development areas if they believe it will impact directly on their pay.