

e-Appraisal

Management application - How do you know if you are doing a good job or not?

It has been said that one of the greatest gifts that anyone can receive is the view of themselves as others see them. This is exactly what Coach in the Corners' Performance Appraisal does.

It provides each participant the opportunity to consider performance across several categories and to rate their:

- behaviour
- experience
- ability
- skill
- knowledge in a constructive environment.

Feedback is anonymous, and yet the value is retained and integrated to present a holistic picture to the appraisee.

One example and case study of how our e-Appraisal improved management performance

- A company employed 65 people, including 6 Middle Managers and a General Manager; their annual turnover was R 27 million.
- Business was good and the staff were performing well, however, management felt there was room for improvement.
- In order to help the business Mentors believed that specific people required feedback and that by engaging in an interactive process, performance would be uplifted.
- The Performance Appraisals were conducted in a positive and involved environment.

Read on to see how

Mentor's e-tools

succeeded to:

- improve
- grow and
- rejuvenate this business

Use one or more of our e-tools to: increase, rejuvenate and grow your business

Step 1 Who?

Based on the results of the survey conducted on the staff, management felt that they should be appraised in an effort to uplift the overall standards of managing and leading in the business. Since new business had been identified as a priority for the company, it was also decided to appraise the sales team with the view of improving their performance.

Step 2 What?

Mentors chatted to managers and the general manager to identify areas for appraisal. The appraisal was designed in two segments;

- the first was tailored to the individual in order to highlight existing and potential strengths and competencies for development,
- the second consisted of generic management skills and functions. It was decided to keep a portion of the appraisal generic so that the results of each manager could then be compared with one another. The generic management skills would then be the management competencies against which all managers in the firm were rated.

Step 3 How?

- A 360° approach was used. Each manager appraised him or herself; they were appraised by the general manager, a colleague and 2 subordinates.
- The results were graphed using averages, and the manager's self assessment was compared to the perceptions of the other raters.
- Each appraised area was analysed and discussed in the feedback report, which highlights Strengths, Key Performance Areas, Critical Success Factors, and Areas for Improvement.
- The manager was able to discuss the feedback with Mentors in order to understand the perceptions fully and to develop an individual development plan to focus on the areas identified in the appraisal.



Results

1. All managers participated fully in the appraisal process and accepted the feedback in a positive light.
2. Clearly identified areas critical to business success were improved upon, which added value to the business.
3. Several of the managers commented that they appreciated the process and that they had managed in the past without due regard to improving their style, skills nor critical areas.
4. The next management appraisal was run 6 months later; they compared their identified areas development and growth; they made personal adjustments where necessary.
5. Verbal feedback from the employees confirmed that the managers were managing in a far more proactive and conscious manner, and getting better results!



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