



Memorable Appraisals

Top Tips For Meaningful Development Conversations

Vicky Jones and Magda Pawluk

Life transformed.



Our Background



Vicky Jones
Workforce Development Manager

- Background in substance misuse delivery/group facilitation/criminal justice work
- 4 years in L&D at WDP
- Passionate about: change management, succession planning, creative solutions



Magda Pawluk
Learning & Development Officer

- Background in substance misuse/mental health/counselling
- With L&D for 7 months and studying Organisational Psychology
- Passionate about: using collaborative solutions and modern approaches



Our Charity

WDP is a vibrant and innovative drug and alcohol charity committed to helping those who are affected by substance misuse.

For over 25 years we have provided support to individuals, their families and the wider communities from centres across London, the South East and East of England.

We believe with the right support people can make long-lasting transformations in their lives to improve health, wellbeing and social integration.



The Need - Just Ticking The Boxes?

- Once a year
- No follow ups
- “Tick box culture”
- Top down
- Paper heavy
- Unrelated to day to day
- Strong focus on strategy





The Challenges

Our Barriers

Time

Culture
Shift

Workloads

Limited
budget

The pay
question

Apathy



Our Approach

- Behavioural/attitudinal competency
- Two-way conversation
- Strengths-based, coaching approach
- Succession planning, talent and specialism
- Focus on “tangible reward”
- Reframing development – spotlight on horizontal
- More interaction!
- Identified “up and coming” talent
- Develop managers confidence
- Blended approach





Our Top Tips – The 5 Lessons We Want to Share





Lesson #1 – Engage Your Audience



- Make it feel meaningful to engage people
- Make the message resonate with day-to-day experience
- Avoid over-reliance on abstract strategy
- Start the message early
- Staff's priorities are different to yours

Lesson #2 – Make it Blended!

- Live document, prioritised in supervisions
- Create an “appraisal and learning culture”
- Consider informal training events
- FAQ resources work well to reiterate key messages and provide managers with something to refer back to





Lesson #3 – Development = Performance?

- Avoid **trap of performance** = KPIs and targets
- **Balance with visible development opportunities**
- **Reward for high achievement and loyalty**
 - **Invest time in retaining good staff**
 - What are their aspirations, goals, reflections?
 - **How can you be creative?** Shadowing, buddying, special projects, lead roles?
 - **Meaningful conversations - focus on development, as well as performance**
 - **Follow up**





Lesson #4 – Making Feedback Meaningful

Separating
fact from
opinion

Gaining insight and
increasing self-
awareness – “what do
you think?”

Reflecting and
observing – “I have
noticed...”

Taking a
coaching
approach – less
advice, more
questioning

Providing context and
explanation

- **What does reward look like to this person?**
- **What time can be committed?**
- **Is now the right time?**
- **Opportunities across the organisation?**
- **Consider “hidden” roles**



Next Time Around?

Timeframes

Involving staff as equally as managers

Challenging the new manager myth

Making it comparable





Our Message To You...

- Appraisals that focus on **meaningful conversations allow staff to flourish and feel valued.**
- Charities such as ours can still provide **quality internal training and progression opportunities.**
- **Change is possible** if you bring people “on board” with this and embed it in organisational culture.
- **The appraisal is a related, but ultimately, different conversation than one about pay** – one is about development, the other is about performance.



**THANKS
FOR
LISTENING
ANY
Questions?**