



Applause

AUDIENCE

Supervisors, managers, and (as appropriate) the individuals they appraise and develop. *Applause* is particularly powerful as a follow-on to the *Symphony* program.

Create an ongoing appraisal process

Program Benefits

Applause, from BTS, broadens the appraisal process by helping supervisors and managers integrate staff performance development into year-round objectives and goals. In an experiential workshop, participants learn that preparing for, observing, coaching, and formally evaluating an individual's performance is an ongoing process, not an event. After completing *Applause*, supervisors and managers are able to:

- improve individual and team performance
- integrate performance management into daily management activities
- connect with individual performers on a collaborative basis, communicating effectively, trading ideas, and working towards common success
- identify and close current performance gaps

Program Description

During *Applause*, supervisors and managers work in groups around a learning map that displays a concert stage—a metaphor for exploring the relationship between manager (conductor) and performer (first chair). Participants refer to steps in the process as they work together to achieve their goals. By examining personal interactions before, during, and after the concert performances, participants recognize the importance of each step in the continuous performance appraisal process, from communicating initial expectations through the appraisal interview.

As the workshop continues, participant pairs trade off as "leader" or "performer" to practice appraisal communication from both points of view. They analyze key performance issues presented in challenging case scenarios. Participants listen to and evaluate audiotaped appraisal meeting vignettes in which managers and performers discuss performance expectations and results.

Implementation/Customization

Applause is offered as a half-day focused module. Performance issue scenarios and audiotaped vignettes can be customized to your company's appraisal system and current performance challenges.

Applause is part of BTS's *Performance Mastery System*[™], a suite of integrated products, tools, and processes designed to create sustained alignment and engagement.