

From The Sunday Times  
February 24, 2008

## **Allow staff to discuss performance**

**Jane Smith, head of learning, consulting and business-services group, Mouchel**

Appraisal used to be seen as a box-ticking exercise at Mouchel. It was regarded as something that was done to you rather than with you. In the past couple of years we have introduced coaching and training for managers to improve the process. We've also done a lot of workshops and roadshows for both employees and managers.

We wanted to help staff understand that what they do contributes to the overall goals of our organisation. There is substantial evidence that if performance isn't managed, then the impact of high performers is lost on an organisation. If people don't have the opportunity to discuss their performance and their contribution, they feel unappreciated and not valued. The work we've done has had an impact. While we aren't where we want to be yet, we're on the right road.

---0---