

# CASE STUDY

## Upskilling a Senior Management Team to Deliver Effective Appraisals



### CHALLENGE

A business identified that its senior management team were not carrying out staff reviews. Some managers were new to their roles, others were unsure of the process, and several did not fully understand the value of appraisals. This resulted in inconsistent communication, unclear expectations, and missed opportunities for staff development.

### KEY OBJECTIVES

- Build confidence and capability among managers to conduct meaningful appraisals.
- Create a consistent process that all managers could follow.
- Ensure managers understood the purpose and value of regular reviews.
- Introduce a structured approach that supported performance, development, and pay decisions.

### SOLUTION

EC Human Resources delivered tailored training to the senior management team, starting with a clear explanation of why appraisals matter and how they directly support performance, engagement, and retention. Emma guided managers through each stage of the appraisal process, introducing bespoke appraisal forms she designed specifically for the business. The session included practical demonstrations on setting meaningful objectives, giving constructive feedback, and managing employee expectations during review conversations.

Emma also supported managers in understanding how to approach more challenging discussions with confidence and professionalism. Following the training, she helped the business implement a structured pay system linked to the appraisal process, ensuring that performance, development, and reward were aligned in a fair and transparent way.

### RESULTS AND OUTCOMES

Managers developed a far stronger understanding of the appraisal process and how it supports both the business and their teams. They gained the confidence to hold structured, meaningful review meetings and now follow a clear and consistent approach across all departments.

The introduction of the new pay system has brought greater transparency and fairness, helping employees see the link between performance, development and reward. Overall, the business now benefits from clearer expectations, improved communication, and a more engaged workforce.

### CLIENT FEEDBACK

"Emma's training transformed the way our managers approach appraisals. They now feel confident, prepared, and understand the value of the process. The new system has made a significant difference to staff engagement and performance."

