The appraisal Conversation centres itself around the EPUT value ‘open’ it’s an effective and honest communication between an employee and their manager. It’s a two-way process where the manager and member of staff explore where they position themselves on the nine box model through the manager giving constructive feedback about an individual’s performance and the behaviours, and Trust values that they demonstrate.

The two-way conversation is about supporting an individual to reflect and consider the talent potential they already have within their current role, identifying and discussing any future aspirations they may have and may be likened to a coaching conversation in many respects. The nine box model helps to identify where the individual sits in relation to their potential role, and then to assist with identifying next supportive developmental for them. The manager will then identify ways of enhancing the individual’s potential in their current role and preparing for their future role and then signpost to relevant development opportunities.

Coaching questions which can be used for the appraisal conversation:

- What made you make the move to this job? How does it fit into your career path?
- What strengths and experience do you have and how do they align to this role?
- What have you achieved to date and we need to celebrate?
- Can you describe any feedback you have had since starting in post? What does this tell us?
- What do you like about the current job you do? What don’t you like about the job you do?
- What motivates you & keeps you engaged? What do we have to do to make you feel valued?
- How are other people describing working with you?
- What innovative ideas and opportunities have you identified to make your role even better / add value? How can we develop these further?
- What gaps have you identified in relation to being able to perform/behave to your maximum potential in the role?
- What support do you need from me, the team or organisation to help you reach your full potential in role?
- Can you describe any barriers you have identified that could stop you reaching your full potential in this role? How could we overcome these?
- Who has been helping you out and supporting you since you started in role? How has it helped? Who else can help?
- Where do you want to be in 3 years’ time? What are your career aspirations? What would you hear? (How do we get you there?)
- How best can we use your skills and expertise to deliver what our team needs to achieve? How do you see your role in delivering our organisational ambitions?
- How do we maintain your professional development in your current role? Describe the development you need?
- What could be the barriers to continuing good performance/behaviours, and how can we overcome these?
- What would it take to stretch you a little outside your comfort zone? Offer you a little more challenge?
- What can you offer back? Can you develop others? How can you share and pass on your knowledge, skills and expertise?
- What happens to our team if you leave? What do we need to do to fill any gap you may leave?
- What appeals to you more – a leadership role, or deeper development into your technical expertise?