

## Performance Management Programme







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This highly interactive, practical and thought-provoking programme will explore a number of key people management techniques to enable participants to understand, motivate and effectively performance manage their teams.

We provide a consultancy service up front to fully understand your Performance Management ethos, structure and elements. In doing this, we fine-tune the content for maximum impact, learning retention and transfer of the learning into their everyday management practices. In addition to providing a framework for structured appraisals and performance management, it will examine the key skills and behaviours required to set clear objectives and performance expectations, including feedback and coaching techniques.

It will investigate different behavioural types, providing the participants with the skills they require to recognise and develop people management strategies for a wide range of personalities and situations: recognising that most manager/team member interactions are development (and therefore performance enhancing) opportunities.

### **Here is a list of potential outcomes for the participants:**

-  Demonstrate utilisation of an effective performance management process and structure
-  Fully understand that they are accountable for the performance of their team, individually and collectively
-  Understand the key leadership and people management skills required to deliver accurate and effective performance management practices
-  Be able to provide line reports and specific evidence-based feedback to support goal/task achievement
-  Apply the skills and techniques to manage difficult conversations with team members
-  Understand different employee behavioural types and views

## Recommended programme structure



Participants will need to do some preparatory work. The exact nature of this foundation learning will be established during the consultancy. It can include the following:

- 🔄 Identification of your 'best performer' including the criteria used
- 🔄 Identification of your 'worst performer' including the criteria used (anonymity guaranteed)
- 🔄 Reflect on what you think is your management style & how this affects the performance of your team

Each participant can be asked/encouraged to review examples of behavioural guidelines, objectives, 1:1 and performance review templates and any associated documentation that they already use with their team.



## Session 1 (3 hours) Assessing performance

### Introductions and objectives

Here we will establish the experience levels within the group, any previous learning they have undertaken and its application. We will also agree the objectives for the day. The objectives that are set will be critically examined in order to highlight the clear and precise nature created by setting and agreeing short, medium and longer-term goals.

### Principles and practices

The content and timing of this session will be heavily dependent on the consultancy outcomes. It can include: a clear definition and purpose for your Performance Management Process, The Perception Gap, The 'elements' of your Performance Management Cycle, and Leadership Styles. This will ensure that a common understanding is established.

### Assessing performance – the employee 'types'

We strongly recommend that the concept is introduced to all managers who are expected to evaluate individual and team performance. It will highlight their accountability for achieving task, building the team and developing individuals. These employee types can be used later in the programme for a more bespoke look at performance evaluation.

## Embed the learning & prep for Session 2

Here we will set the tasks & activities that the participants are expected to complete before the next session. These activities can include:

- 🎯 Coaching For Managers Digital Knowledge pack
- 🎯 Feedback Digital Knowledge pack
- 🎯 Performance Assessment Digital Knowledge pack



## Session 2 (3 hours) Conducting 1:1's, Performance reviews and the role of feedback and coaching

### Review since session 1

The group will compare the things they have done differently since the last session. Again, the content and direction of the facilitation will be heavily dependent on the outcomes of the consultancy.

### Behavioural standards and objectives

We usually begin this session by discussing the participant's expectations. We will also introduce the best/worst performer concept - assuming it forms part of the preparatory activities. The overarching aim for this session is to establish consistency across the participants. We introduce the 6 Key Result Areas (KRA) that all organisations should measure. We then challenge participants to create new (or enhance existing) measures of success in each of the 6 KRA's. We use the work of Latham & Locke to establish best practice surrounding goal agreement and collaborative tracking.

### Evaluation & dealing with underperformance

Any performance tracking process is likely, on occasion, to identify underperformance and it is important to recognise the team leader's role in dealing with it in a positive way. Again, this element of the programme will be heavily influenced by the consultancy but can include:

- 🔄 The 7 'diagnostic' questions to establish underlying causes
- 🔄 Strategies for dealing with underperformance
- 🔄 The use of feedback & coaching in 1:1's

### Planning 1:1's, reviews, appraisals etc

As part of the consultancy, we strongly recommend creating at least three case studies for participants to plan for their next interaction. Once more, the consultancy will define what terminology we use during this session. We can also include their 'worst performer' as a live case study here.

Generic case studies can be used if management roles are diverse.

### Action planning

It is expected that participants will create an action plan to implement and track any changes to their approach to Performance Management



## Other options/related sessions include:

- 🌀 Creating Performance Improvement Plans
- 🌀 Training Needs Analysis (TNA)
- 🌀 Creating development plans
- 🌀 Using performance ratings effectively
- 🌀 Calibrating performance ratings
- 🌀 Running calibration meetings
- 🌀 Onboarding & Probation

