

How am I doing?

Duration: 3 Days

How am I doing? To us that question sums up the purpose of performance management: To let people know how they're doing, give them useful feedback and ensure they are working as effectively as possible.

This is different from the appraisal process, which generally happens once or twice a year and is more a summary and overview of a person's progress and development.

With continuous performance management, the focus is upon a person's day to day effectiveness. Specific goals are agreed, workload is determined and expectations are agreed. This way potential difficulty can be managed as it occurs.

When people are well managed they feel aligned, committed and motivated. Their needs and wants considered, their individual ways of working are being accommodated and their contributions are acknowledged.

That's performance management!

Course Aim

This programme covers all the essentials and tools managers have at their disposal to achieve the results they want, and we will ensure vast improvements in skill and confidence when using them. Managing performance should be a continuous activity not just something managers do when somebody is failing.

Managers will understand that they can (and should) be demanding and supportive at the same time. Not 'hard' or 'soft' – just consistent, effective professional management all of the time. They will come to understand that in managing performance it is their responsibility to improve performance – by improving their people's skills and by removing obstacles

Learning Objectives

Following the workshop you will be able to:

- ✿ Identify areas that affect their department's productivity and decide how they can be managed more efficiently
- ✿ Analyse situations that hinder performance and develop techniques to overcome them
- ✿ Establish clear performance expectations and develop the ability to confront poor performance
- ✿ Consistently maintain a clear line of sight between goals and individual job implications
- ✿ Deliver principal accountabilities through consistent monitoring of performance
- ✿ Be proactive and stay one step ahead of those they support
- ✿ Identify performance indicators from 4 perspectives: outcomes, customers, processes and people
- ✿ Identify the what and How implications for people to deliver that performance
- ✿ Develop feedback skills and utilise a range of feedback models

Method and Approach

You will enjoy the active and involving approach to learning during this workshop. Through the use of participative activities, discussion, reflection, video presentations and group exercises you will develop a useful toolkit of skills to enhance your managerial impact

Content of the Workshop

Day One: Impacting upon success

- ❖ How does your management style impact on success?
- ❖ Identifying performance measures
- ❖ What does good performance look like?
- ❖ What and how am I doing? Consider how to set effective performance and behavioural objectives (Well Formed Outcomes).
- ❖ The benefits of clearly defined responsibilities
- ❖ Who would benefit?
- ❖ Linking the individual and the company benefit?
- ❖ Agreeing realistic targets getting agreement to Objectives!
- ❖ Set your objective activity

Day Two: Monitoring Performance

- ❖ The De-motivated Team Member
- ❖ Motivation methods – Understanding motivation and the link between motivation, effort, performance and reward.
- ❖ Making work more rewarding Aligning individual and organisational needs, recognising obstacles to employee motivation
- ❖ The skills of a directive and non-directive coach. Developing coaching techniques for productive and reproductive tasks
- ❖ Four Step Coaching Model. A process for effective coaching to ensure maximum impact.
- ❖ Identify the Most Improvable Task Identification of the one thing that will create the biggest impact on an individual's performance and motivation
- ❖ Giving and receiving feedback – Recognising the importance of feedback
When to offer both positive and negative feedback

Day Three: Managing Difficult Behaviour

- ❖ There are no difficult people – but there are difficult behaviours!
- ❖ Separating the person from their behaviour
- ❖ Examining your own role in creating the difficult behaviour
- ❖ How to avoid being a victim, but don't avoid managing the behaviour
- ❖ Focusing on the effects of poor behaviour on the work environment
- ❖ Analysing your conflict management style
- ❖ Exploring the effect of stimulus and response