

Performance Management for Managers

Introduction

Managing performance is currently one of the biggest challenges facing management and organisations globally.

Performance management is a process, not an event, and operates as a continuous cycle. It is also a holistic process, bringing together many elements of best practice management. Corporate mission and strategic goals provide the starting point for business and departmental goals and objectives, followed by agreement on performance and development, leading to the drawing up of plans between individuals and managers, with continuous monitoring and feedback supported by formal reviews.

Managing Performance is an important activity in any organisation. Individuals, teams and departments can cost-effectively deliver superb performance and added value - using the skills and knowledge that this workshop addresses. Setting goals and measuring performance is key, as is managing the correct objectives correctly. High performance is also about behaviours and “how” things are done rather than just the volume of activities.

This course has been designed to equip managers and leaders with essential skills they need to understand:

- What performance management is and how to measure it
- Our own responsibilities through the process
- What we can do to develop ourselves
- How coaching works
- How we can get the best out of being coached
- How we can use coaching to help our colleagues

Objectives

By the end of this course participants will be able to:

- Describe ‘what is performance management?’
- Explain their role in developing their own performance
- Identify typical situations that hinder performance and develop techniques to overcome them
- Agree and establish clear performance expectations
- Evaluate current performance
- Deliver difficult messages
- Set achievable goals and expectations
- Explain and demonstrate the coaching process
- Use coaching to help others improve

Content

A sample of what is covered includes:

Understanding the Rationale for Performance Management

- What is performance management?

- Why performance management is one of the biggest challenges facing 21st century managers
- Linking performance to Mission, Vision and Strategy
- Assessing the Performance Cultures:
- Organisational, Department, Team & Individual
- Understanding the role of Performance Management in gaining the competitive edge
- Applying different Performance Standards and Measures
- Performance Management vs. Disciplinary Processes
 - Why is Performance Management so hard? - discussion about experiences
 - What is our Mission, Vision & Strategy - group discussion
 - PEST and SLOT - groups to review
 - Performance descriptions - good and bad
- What is our performance culture?
 - Performance Measures - Team Exercise. Identify real measures
 - Performance Measures in our Business / Teams - Syndicates and presentation
 - Performance or Discipline - group generated case study to examine our choices

The Importance of Pre-Empting Performance Issues

- The early warning signs that performance issues need to be addressed
- Do you have a performance management problem or a HR problem?
- What pre-emptive actions do you have at your disposal as a manager?
- Linking performance management challenges to the appraisal process
- Why most managers bury their head in the sand rather than addressing performance issues at the early stages
- How to approach the initial stages of a performance management problem
- Getting your facts 100% accurate
- Assessing if the problem lies with the person or the situation?
- Getting past the implied issue to the explicit issue
- De-personalizing the situation
- Where to find information - team exercise. Where we can find performance info
 - Fact or fiction - group exercise to review Myths and truths around performance
 - Cases. Group discussion and report back
 - Practical Group Case Study: how would you manage the performance of key individuals?

Dealing with Poor Performance

- Managing good, as well as poor performance
- Appraisals in context
- The Barriers to making Performance Management work
- Understanding the usual root causes of poor performance
- The importance of acting swiftly - damage limitation
 - What's wrong with appraisals? - discussion
 - Barriers to making it work - discussions - team discussions
 - Identify the causes of poor performance - team exercise / discussion
 - Poor performance situations for group discussion, practice & feedback
 - Who to involve? - group generated case studies

Implementing a Performance Management Process: A Best Practice Approach

- Preparing a case for Performance Management
- Problem, Expectation, Gap
- The Route Map
- KPIs
- Competence

- Recognising Competent Performance

Essential Communication Skills

- How to elicit detailed feedback
- Present expectations, requirements, outcomes and objectives - explicitly
- Check for shared understanding, compliance and commitment
- Setting tangible, performance focused objectives
- Managing time-scales, feedback and work-flows
- Clarifying agreements and expectations from all parties
- How to communicate with the team or individual concerned
- Preparing for the emotional impact: Anger, Resentment, Apathy, Hysteria
- The Performance Interview step by step
- Listening & Questioning
 - Effective Objectives - preparing real and effective objectives
 - Effective Communication - practical exercises
 - Giving Feedback - Role Play
 - Examining real-life situations that delegates are invited to bring with them

The Role of the Manager in maintaining high levels of Performance

- Why accepting personal responsibility and ownership for performance is a number one priority
- Keeping cool under pressure
- Review of how we do in performance management
- Practical group discussion: what works well for you and what needs to improve?

Developing Core Coaching Skills

- The Manager as Coach
- Review of Manager's role - discussion
- The Nature of Coaching
 - Raising awareness and generating responsibility
- The Qualities of a Good Coach
- Collaborative Coaching. Directive and non-directive language - converting one to the other
- Principles or Beliefs
 - Operating principles for coaches
 - Group discussion and Self-analysis

Coaching Process and Structure

- The Processes
- The Four stages of Coaching
- Does someone want to change?
- GROW Model
- Coaching practice. Participants take turns in coaching each other with feedback from the other member of the triad

