

Performance Management

“One should waste as little effort as possible on improving areas of low competence. It takes far more energy and work to improve from incompetence to mediocrity than it takes to improve from first-rate performance to excellence.”
- Peter Drucker

With the exception of firing people, the one responsibility managers hate the most is delivering annual performance appraisals for their team members. In fact management-by-objectives (MBO) and performance appraisal, if done correctly and linked with the company’s mission, values and strategic goals, can become the most valuable instrument in the manager’s toolbox. No other management process can have such a significant impact on individual, team and organizational performance.

Effective performance management means balancing a coaching mindset (developing people) with a management mindset (setting objectives and reviewing performance). The central objective of this workshop is to help managers to lead professional and constructive goal setting interviews and performance appraisals as part of an ongoing process of performance management.

Objectives	<p>At the end of the workshop participants will be able to:</p> <ul style="list-style-type: none">➤ prepare and lead goal-setting and performance appraisal interviews.➤ influence performance and motivation through clearly defined goals.➤ ensure fair and accurate appraisals through regular feedback discussions.➤ recognize and manage challenging goal-setting and appraisal situations.➤ coach employees more effectively around their defined goals.➤ gain insight on their leadership effectiveness through employee feedback.
Content	<ul style="list-style-type: none">➤ The Performance Management Cycle➤ Establishing SMART goals➤ A strengths-based approach to performance appraisals➤ Listening and questioning techniques➤ Guidelines for effective feedback exchanges and coaching➤ Obstacles to effective goal-setting and appraisal interviews
Learning Methodology	<p>The participants will be expected to do some preparation in advance of the program and have been introduced to key HR instruments currently in use.</p> <p>The workshop will involve case studies, group activities, lecturettes, discussions, video debriefings and experiential-based learning activities.</p> <p>This program can be linked with the implementation of a new HR appraisal instrument. In this situation HR should also be represented at the workshop.</p>
Workshop	<p>This is a two-day workshop for a group of 16 participants working with two Clarion Learning consultants at an on-site or off-site location.</p>