

PERFORMANCE MANAGEMENT ESSENTIALS

Overview

2 Day Programme

- The Ups & Downs of Performance Management

One Month Later

1 Day Programme

- Developing Others

Total Programme Hours: 18

AIMS:

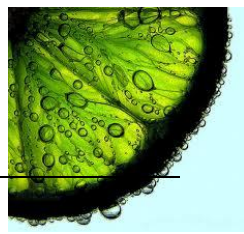
For participants to develop confidence and expertise in the handling of performance management and to learn how to improve their team's performance.

PROGRAMME DESCRIPTION:

Participants will gain practical learning from expectations at induction, through daily performance management and handling typically difficult situations. Too often issues are not dealt with quickly enough and situations escalate out of control. The impact on the team member, team, Manager and business can suffer significantly as a result. Participants gain an understanding on how to manage under performance and absence whilst ensuring consistency and fairness. The yearly cost of sickness absence to business is substantial; therefore it is vital that methods are taken to reduce it.

There are many ways that Managers can support and improve their team's performance. It is vital to understand that development starts with the induction programme and continues throughout the employment relationship. Training and development needs have to be identified, individual learning styles understood and incorporated where possible with the most appropriate interventions chosen. Learning and development must be treated as part of the performance management system to allow constant reflection, feedback and evaluation.





WORKSHOP SCHEDULE

THE UPS & DOWNS OF PERFORMANCE MANAGEMENT (12 hours)

AIMS:

This workshop provides practical learning from expectations at induction, through daily performance management and handling typically difficult situations. Too often issues are not dealt with quickly enough and situations escalate out of control. The impact on the team member, team, Manager and business can suffer significantly as a result. Participants gain an understanding on how to manage under performance and absence whilst ensuring consistency and fairness. The yearly cost of sickness absence to business is substantial; therefore it is vital that methods are taken to reduce it.

LEARNING OBJECTIVES:

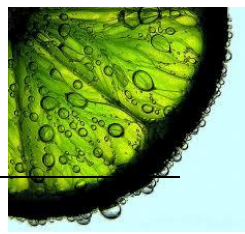
During this workshop participants will:

- Understand the overall impact of an effective Performance Management System and their responsibilities in applying it to ensure equality and non discrimination.
- Review their current induction practices and put them to the SWOT test.
- Discuss their approach to performance management in terms of daily approach, frequency of discussions, development, valuing strengths and handling of challenging situations.
- Have looked at the difference between informal and formal discussions through case study examples to gain a practical insight into what is rarely a 'black or white' matter.
- Understand the systematic process needed to handle poor performers from clarity in the initial message, listening and questioning to establish facts, to monitoring and reviewing improvements.
- Discuss why it is so important to handle situations close the event by reviewing the mechanics of Confrontation & the Avoidance Cycle.
- Consider current methods of handling and monitoring absence levels (sickness or other) and discuss how this could be enhanced – fairness, consistency and issues about capability will be discussed.
- Be aware of the causes and issues of absence (short & long term) differentiating between sickness and those areas which may occur for other reasons.

APPROACH:

This workshop will be highly interactive using a range of trainer led discussion, group work, SWOT analysis, shared examples, real life industry based examples, video based learning, case studies and role play.





WORKSHOP SCHEDULE

DEVELOPING OTHERS (6 hours)

AIMS:

This workshop will look at the many ways Managers can support and improve their team's performance. It is vital to understand that development starts with the induction programme and continues throughout the employment relationship. Training and development needs have to be identified, individual learning styles understood and incorporated where possible with the most appropriate interventions chosen. Learning and development must be treated as part of the performance management system to allow constant reflection, feedback and evaluation.

LEARNING OBJECTIVES:

During this workshop participants will:

- Look at the importance of a comprehensive Induction Programme, ensuring people new to the team get off to the best possible start
- Understand the difference clearly communicated goals make to both team and individual performance
- Complete a self analysis to understand their own Learning Styles (Honey & Mumford) and how this knowledge can widen to individuals and the team to improve future learning and development
- Start to identify any gaps within the team by analysing it in terms of the knowledge, skills and behaviours it possesses compared to those required
- Look at a range of appropriate development options and assessment, e.g, delegation, coaching by the manager/others within the team, in-house training, external open programmes, Strengthsfinder 2.0 assessment tool
- Have carried out learning sessions using an 'Instructional Technique' and the GROW Coaching Model (Sir John Whitmore)
- Discuss how successful development can only happen when there is management support, integration with the performance management system and individual ownership

APPROACH:

This workshop will be highly interactive involving a range of trainer led discussion, group work, shared examples and self analysis. Participants will be asked to complete a Learning Styles Questionnaire before the workshop.

