



Effective Performance Management



12 - 23 August 2024



Munich (Germany)

Effective Performance Management

course code: M1139 From: 12 - 23 August 2024 Venue: Munich (Germany) - course Fees: 4500 Euro

Introduction

A properly designed and effective performance management process will require a range of techniques including agreeing objectives, reviewing and monitoring performance, giving feedback, coaching, training and development and reward and of course, appraisal itself. The course will demonstrate how these techniques link to the role of HR and the role of the line-manager.

This course is focused on both the theoretical and the practical. There will be a practical skills workshop conducted each day where what has been learned will be put into practice.

- How to design and introduce an effective performance management scheme
- The skills that managers, supervisors and team leaders need to be effective in performance management
- Making performance appraisal work in a multi-cultural environment
- Managing and improving poor performance
- Maintaining good performance – the psychology of positive reinforcement
- Advanced performance management

Objectives

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

- Understand performance management in a multi-cultural environment
- Describe the purposes of performance management, from an organisational point of view
- Describe the purposes of performance management from an individual's point of view
- Demonstrate the skills involved in each of the four steps of performance management
- Describe best practice in assisting with employee work-performance problems
- Make the links between performance management and corporate strategy

Training Methodology

The training methodology used is designed to encourage maximum participation by all delegates. The presenter will suggest ideas and theories to the delegates and then encourage them to test out the ideas by the use of discussion, small group work, exercises and feedback. Each day of the seminar will end by delegates completing their own record of what has been learned on the day and considering how the ideas might be transferred back to the workplace.

Organisational Impact

- Managerial performance will be improved

- Add value to the department and the organisation as a whole.
- The engagement of employees with the organisation will improved
- Staff committed to building a high performance organisation
- Behaviour will be aligned with an organisation's cultural values
- Participants are encouraged to take new ideas and strategies back to their workplace for discussion with their managers.

Personal Impact

- Will enable participants to implement effective performance management
- Improved confidence and self assurance in dealing with performance issues
- A greater understanding of how to make a performance appraisal a positive and motivating influence
- Will enable participants to apply best practice in discipline and performance improvement planning
- A greater awareness of own beliefs and limitations related to employee performance
- Will enable participants to positively influence high performance

SEMINAR OUTLINE

DAY 1

Introduction to Performance Management

- Introduction – the context for performance management
- The case for performance Management
- The principles of effective performance management
- What makes people try hard?
- The role of HR within performance management
- The role of Managers, Supervisors and Team Leaders within performance management
- The use of competencies in Performance Management
- Addressing the performance gap

DAY 2

Starting Well: Objectives and Feedback

- Introducing the principles to your team
- The importance of agreeing objectives
- Quantitative and Qualitative objectives
- SMARTMaC Objectives
- Providing feedback
- Positive reinforcement

- Developmental feedback
- Distinctions Feedback and Criticism

DAY 3

Relationships and Coaching

- The Ask/Tell Matrix
- Empowerment in practice
- The eight steps of an effective coaching session
- Case studies
- Handling disciplinary issues
- Dealing with complaints
- Handling absenteeism and sickness problems
- The key ways of improving attendance

DAY 4

Finishing Well: Making Appraisal a Motivating Experience

- The purpose of Performance Appraisal
- Monthly/Quarterly/Annual Reviews
- The practical issues
- Agreeing the evaluation
- Forced Ranking and Expected Distribution
- The links to reward
- Merit pay
- Personal Development

DAY 5

Advanced Performance Management

- 360 degree feedback
- Emotional Intelligence
- Integrated strategic performance management
- Internal and external reporting frameworks,
- Balanced scorecard techniques,
- Links into strategic advantage
- Course summary
- Personal Development Planning