



Managing Employee Performance, Behaviour & Attitudes



9 - 20 September 2024



Madrid (Spain)

# Managing Employee Performance, Behaviour & Attitudes

course code: M1088 From: 9 - 20 September 2024 Venue: Madrid (Spain) - course Fees: 4500 Euro

## The Course

The key to understanding and managing people effectively is to know something about what makes people tick. What are the things that determine individual behaviour and motivation. This programme looks at the underlying assumptions we make about human behaviour and explains them. In particular the workshop will apply this knowledge to understanding how to make Performance management more effective and efficient.

## The Goals

*As a result of attending this workshop, delegates will have developed:*

- A clearer understanding of human behaviour
- A clear appreciation of how attitude affects behaviour and motivation
- Be clearer on how to manage employee performance by:
  - Having practiced performance appraisal interviewing
  - Having worked through discipline and grievance case studies and examples
- A clearer understanding of their behaviour and attitudes

## The Process

The workshop uses a variety of learning methods, including mini-lectures, extended case studies and self questionnaires. There will also be small group work, class discussion and multimedia training aids.

## The Benefits

- Be more effective as a manager or supervisor
- Get the best out of your people
- Have developed a clearer picture of their own attitudes and behaviour, and therefore also, of the motivation, attitudes and behaviour of other people.
- Improve your skills in practical performance management – such as appraisal, discipline and grievance

## The Results

- Delegates will be better able to achieve results that rely on interaction with other people
- Delegates will be able to get the maximum out of the performance management system
- Delegates will be able to develop their confidence and interpersonal skills

## The Core Competencies

- Communication skills – oral and body language
- Interpersonal relationship skills
- Performance management
- Self - development

## The Programme Content

### Day One

#### *Performance and the Individual*

- Psychological profiles - Jungian typology and understanding human behaviour
- How competency frameworks support performance management
- Human behaviour questionnaire
- The Iceberg model to understand behaviour
- Models of Performance Management
- The Johari window

### Day Two

#### *Managing Employee Performance*

- Discipline, capability and grievance
- Recognising the difference between Capability and conduct issues
- The “rules of Natural Justice”
- The purposes of discipline
- Inefficiency and box markings
- Models of motivation and behaviour

### Day Three

#### *The Assertiveness Model of Behaviour and Attitudes*

- Identifying and recognising the types of behaviour:
  - Aggressive
  - Indirectly aggressive
  - Passive (aggressive)
  - Assertive
- Communication skills
- Being proactive with people

### Day Four

#### *Exercises with Behaviour and Attitudes*

- Managing performance -The Performance Appraisal Interview
- Role plays – dealing with discipline and Grievance cases
- Case studies –real stories explored and developed

### Day Five

#### *Attitudes and Attitudes to Self*

- The Behaviour mirror diagnostic tool
- Social styles –a behaviour model
- Programme review

