

Performance management is a key driver in achieving sustained organisational growth and success. Yet this is often one of the most challenging aspects of a manager's job. Knowing when to praise or reward – or knowing when, and how, to deal with unacceptable performance, is an essential skill area and one which this course is designed to address. This highly practical workshop looks at all the key ingredients necessary to make working life easier for you and the people you manage.

KEY TOPICS

- **Measuring performance**
 - Ensuring objectivity relies on transparent process; clarifying job purpose, setting targets, agreeing timescales, recording and reviewing outcomes.
- **Motivating and disciplining**
 - Using performance as the basis for recognising, rewarding and promoting people; how to deal with low and marginal performers so that they improve their performance.
- **Making the appraisal system work**
 - Appraisal interviews may be regarded as an annual nuisance, with no 'buy in' from managers or appraisees. It is critical that people being appraised understand how their performance contributes to the overall success of their department or organisation, and that managers recognise the value of appraisals in developing effective performance.
- **Giving and receiving feedback**
 - Feedback is meant to be an objective message about behaviour and consequences. We will look at how to ensure the goal of feedback is to encourage the recipient of feedback to move forward by learning, growing, and changing.
- **Emotional Intelligence and advanced communication skills**
 - Underpinning all of the above is understanding the way in which our emotions affect our behaviour. The course will help you gain insight into your own emotional drivers and into how other people think, feel and behave during performance management situations and processes.

MAXIMISING COURSE IMPACT

A briefing meeting is suggested to enable the workshop leader to liaise with the sponsoring manager/HR Department to better understand current procedures and if there are any particular challenges the course should address.

Your Workshop Leader: Roy Breustedt

Outline Programme

Introduction to the Workshop

- Exploring our experience of managing people
- What's enjoyable and what's challenging!

Measuring Performance

- Clarifying post requirements: knowledge, skills and qualities
- Creating a template
- Collating evidence: from exceptional to unacceptable

Preparation for an Appraisal Interview

- gathering and giving information and feedback throughout the year.

A Performance Management Toolkit

- Making the appraisal system work
- Setting SMART objectives
- Feedback for results
- Motivating and leading
- When to praise, when to discipline
- Effective delegation & coaching skills
- Advanced communication skills
- Holding difficult conversations
- Emotional Intelligence and emotion management

Action Planning

- Individual reflection
- Specific actions

Close of Workshop

LEARNING OUTCOMES

As a result of this workshop participants should be able to:

- Analyse performance against the requirements of the job
- Manage by setting objectives
- Deliver effective appraisals
- Develop positive working relationships over the longer term



COMMUNICATE

80 GRANGE LOAN EDINBURGH EH9 2EP UK – SCOTLAND • tel: 0131 667 4587

website: www.communicate-consultants.com • e-mail: info@communicate-consultants.com