

## COURSE OVERVIEW

# Effective Performance Management

## OVERVIEW

A significant challenge managers and supervisors face is getting the best performance from employees on a consistent basis. The key to this challenge is performance management; however, this is not the traditional process of managers and employees meeting once a year to discuss the employee's performance. Today's performance management focuses on a process of ongoing feedback, recognition and praise. It also involves an understanding, on the manager's part, of what motivates employees so managers can engage and encourage their employees. This includes both informal and formal interactions year round that give immediate insight into performance and using the yearly/annual review as a time for planning future improvement and development.

This course looks at the big picture of performance management—what it is, how it works and why it's valuable—and then introduces essential techniques that can be applied immediately.

## LEARNING OBJECTIVES

- Summarize the basics of today's modern performance management and how to implement it in your organization
- Recognize the foundations of effective performance management and how they affect employee attitude, behaviors and performance
- Describe key interpersonal and communication skills that support a strong performance management approach
- Explain ways to use praise, recognition and constructive feedback to engage employees and work with them to improve and maintain good performance
- State how to diagnose and effectively address the real causes of performance failures

## COURSE HIGHLIGHTS

### **Create an environment that builds employee commitment and performance**

- Overview of what performance management is—and is not
- The basic components of a performance management system and how to fit them together to maximize the benefits
- Provide what your organization and employees want and need from performance management

- Eliminate common excuses for avoiding performance management
- What happens when you focus on performance planning and communications—instead of the “dreaded” annual performance review
- Educate your employees and prepare them to work with you
- Make performance management work in your environment—even if your organization is managing differently
- The right interpersonal skills will speed you to success—do you have them?

### **Define employee goals, standards and expectations**

- The awesome power of employee goals that are aligned with your organization's objectives
- Avoid a top reason why employees fail
- Define the job: A job description starts the performance management process
- How to set daily, monthly and yearly goals that reveal where—and how much—improvement is needed
- Develop standards of performance that will tell you if the employee has succeeded
- Cement your staff's commitments—help them understand how their contributions make a difference
- What to accomplish in the initial performance planning meeting with an employee
- How to define “success” in your organization and how employees can achieve it

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### **Communicate with employees frequently and constructively**

- Communication: Why this is 95 percent of your job as a performance manager
- Using the many different communication options and formats—both formal and informal—available to you
- The pros and cons of written status reports—are they a waste of time and paper or not?
- Communicate improvement advice just as you would praise and thanks
- How managers shut out employee feedback without even realizing it
- 5 guidelines for discussing performance problems without blaming, intimidating or interrogating the employee
- Where the required annual performance review fits in

### **Reward employees for the right behaviors**

- How to challenge each employee—including poor performers and high achievers
- Motivation: You get what you reward
- Make employees feel valued and recognized for their contributions regardless of budget
- Make recognition a natural part of your job
- Accomplishments to think about rewarding
- Tactics for helping employees grow in their jobs and careers
- Use rewards to empower staff

### **Diagnose and address the real causes of performance failure**

- Questions that'll help you figure out what's going on with an employee
- The best places to detect early difficulties employees may be having
- Approach a poor performer with facts—not emotions
- Get employees to take responsibility for their own improvement and job satisfaction
- Focus on the future—instead of dwelling on past failures

### **Get better results by using the right tools**

- The Employee Professional Development Plan template
- Using a performance improvement plan
- The critical success factors checklist to get and stay on track
- The easy Professional and Career Growth worksheet
- The manager's prioritized implementation plan

## TRAINING DELIVERY

- Pre-training: Tailoring and customization of content
- Delivery of training using presentation, small group exercises, case studies, role-plays, games, etc.
- Post-training: Follow-up within 30 days to review information, provide coaching, set goals, etc. (optional)