

# PERFORMANCE MANAGEMENT

Performance management is an on-going process—not just an annual one or two-hour meeting—and it can make a significant difference to the productivity of a section, department or company. It is much broader than performance appraisal in that it encompasses Performance Planning, Performance Monitoring and Performance Reviewing.

## OBJECTIVES

At the end of this three-day workshop, you will be able to conduct effective performance management through:

- Understanding the background of performance appraisal
- Making the transition from performance appraisal to performance management
- Regarding performance management as a continuous year-round process
- Dealing with defensive communication in performance management
- Preventing defensiveness through effective delegation of work assignments
- Giving and receiving feedback effectively
- Setting performance objectives
- Assessing performance continuously through the use of critical incidents
- Detecting the errors that affect performance management

- Dealing with the errors of performance management
- Conducting effective interviews
- Reviewing different systems

## SEMINAR OUTLINE:

### DAY ONE

#### PERFORMANCE PLANNING

##### INTRODUCTION AND BACKGROUND

- Historical background
- What is performance appraisal?
- The difference between performance appraisal and performance management
- Current status
- DVD

##### OBJECTIVE SETTING

- Process activities
- Key elements
- Major steps
- Guidelines for writing objectives
- Questions for evaluating objectives

#### PERFORMANCE MONITORING

##### DEFENSIVE COMMUNICATION

- Definition
- Defensive communication and how to deal with it
- DVD

- How to give work assignments to direct reports and team members

## **DAY TWO**

### **FEEDBACK**

- What is feedback?
- Why it is important
- Why it is not always given
- How to give and receive feedback effectively
- DVD

### **360° FEEDBACK**

- Benefits of 360° Feedback
- Selecting Feedback Participants
- Obtaining Feedback from Supervisor, Manager, Self, Team, Direct Reports and Clients
- Examples of 360° Feedback Assessment Forms

### **ASSESSMENT**

- How to assess performance continuously
- Case study
- The critical incidents technique
- Practical applications
- Individual task

### **COACHING**

- What is coaching?
- Effective and ineffective coaches
- Required skills for coaching
- Coaching and development
- DVD

## **DAY THREE**

### **ERRORS IN PERFORMANCE MANAGEMENT**

- The normal curve
- How errors affect performance management
- What are the errors
- How to improve performance management by reducing or eliminating the errors

### **PERFORMANCE REVIEWING**

#### **The Performance Management Interview**

- Pre-interview preparation
- Conducting the interview
- Post-interview activities
- DVD

#### **ROLE PLAYS**

- Case study
- Practice interviews

#### **PERFORMANCE MANAGEMENT SYSTEMS**

- Participants' approaches— round table
- Other companies' systems (seminar leader)
- Timing
- Who's involved
- Relationship to salary review
- Career development
- The tie-in with HR information systems

## CONCLUSION

- Conclusion and evaluation

## WHO SHOULD ATTEND

Managers and supervisors who need to conduct their direct reports' or team members' performance reviews. This seminar will appeal to those who:

- have recently acquired team leader or managerial responsibilities
- are seasoned managers, and wish to improve their effectiveness in the area of performance management by acquiring additional skills or updating present ones

Individuals who work for organizations *without* formal performance management systems will benefit by the exposure to other individuals at the seminar who *have* such systems. Also, on the last day, there is a complete module that deals with performance management systems.

Participants are encouraged to bring examples of their own organization's performance management forms to the seminar for discussion.

## SEMINAR LEADER

PAUL LOFTUS, B.Comm., B.A.,  
M.Sc., F.I.C.B.

*Industrial/Organisational  
Psychologist*

Paul Loftus has established an international reputation for his work in the area of Performance Appraisal / Management.

His article "Errors in Performance Appraisal" was published in the *International Management Development Review* (Belgium) and *Management Newsletter* (Malaysia) in. His article "Performance Appraisal" appeared in *Linking for Learning* (Canada). "Select a Performance Appraisal System to Suit Your Needs" and "Towards a Bias Free Performance Appraisal System" appeared in *Today's Manager* (Singapore) in 2002 and 2006 respectively. His most recent article "Praising Performance Effectively" appeared in the October/November 2009 edition of *Bermudian Business*. He has spoken on the topic at conferences in Canada, Argentina, Taiwan, Indonesia, Singapore, Malaysia and Ireland. He has also been interviewed by the media on the topic.

He has assisted numerous organisations in designing new systems and changing existing ones and conducted the accompanying training seminars for both managers and employees.



