Planning for Performance Discussions
Establishing performance responsibilities, requirements and measurables

Course Overview

How You Will Benefit

In today's workplace, performance improvement and the role of performance management is an increasingly popular topic. Why the intense focus on performance management now? Business pressures are ever increasing, and organizations are now required to become even more effective and efficient, execute better on business strategy, and do more with less to remain competitive.

Frequently when performance management is mentioned, people think of the employee performance appraisal or review. Performance management, however, involves so much more. Properly constructed appraisals should represent a summary of an ongoing, year-round dialogue. Focusing only on an annual appraisal form leads to misunderstanding and under appreciation of the benefits of performance management.

Management "buy-in" is equally important to the performance management process. If management does not understand the importance and value of the process, it can lead to consistently late or incomplete appraisals, mistrust, avoidance of performance discussions, and a lack of honest performance-related discussions. Often managers may feel unprepared to deliver quality feedback and oversee effective performance discussions

Benefits of Planning for Performance Discussions

A work place with performance discussions provides for:
- Delivery of regular relevant job feedback
- Setting and communicating clear performance expectations
- Identifying organizational career paths for employees
- Evaluating performance and delivering incentives in a fair and consistent manner
- Providing appropriate learning and development opportunities
- Recognizing and rewarding top performers

Course Objectives

At the completion of this module participants will increase their ability to:

- Describe the role of the performance leader
- Explain to individuals how their work supports the organization's goals
- Demonstrate a set of key actions for performance planning
- Create measurable, objective goals using specific criteria
- Recognize the challenges individuals might have in achieving their goals and develop strategies to overcome these challenges
- Prepare for focused performance management conversations to address expectation setting, poor performance, and performance appraisals

Key Topics Covered

This course explores the following subjects in depth:

- Understanding the role of the performance leader
- Examine the larger organizational picture and link to team goals
- The results of poor performance planning
- Applying the key actions for planning for performance discussions
- Creating a Master Plan for each employee's performance discussion
- Planning for and dealing with potential rough spots

What the Course Offers

- Experiential learning setting
- Opportunity to learn from others while applying the concepts in a risk-free environment
- Complete set of materials including participant guide, classroom videos and learning summary cards

Clarifying Performance Expectations
Providing clear direction and expectations for your employees

How You Will Benefit

In todays fast paced work environment it's common for supervisors to overlook one of the most essential concepts for ensuring good performance: setting performance expectations. However, taking the time to clarify and communicate clear expectations can help eliminate many performance problems

Leaders who clarify work expectations that avoid ambiguity, increase trust, strengthen working relationships, and support shared success develop high performing teams. Leaders can also succeed in their relationships and performance by practicing a few key skills in their daily conversations.

Sustaining a high-performance team under turbulent conditions can prove to be an overwhelming task for any leader. Through improving their personal adaptability to change, leaders will learn to set and reset performance expectations swiftly and in a straightforward manner. Leaders who step in and take prompt and decisive action to ensure that everyone is accountable for performing their job as effectively as possible reflects a culture of Teamwork and Quality.

Benefits of Clarifying Performance

A workplace that clarifies performance requirements:

- Establishes goals with your employee and obtains agreement on what results will be achieved
- Prioritizes duties that are significant to accomplishing objectives
- Keeps the lines of communication open
- Helps alleviate surprises during performance appraisal time

Course Objectives

At the completion of this module participants will increase their ability to:

- Identify when a performance expectation discussion is necessary
- Respond effectively to questions and concerns people have about work priorities and goals

Course Objectives (cont.)

- Demonstrate a set of key actions for clarifying performance expectations
- Use the key actions to hold a productive discussion about expectations
- Clarify expectations in a way that increases employees' ability to manage more of their job responsibilities on their own

Key Topics Covered

This course explores the following subjects in depth:

- Key Actions for clarifying performance expectations
- Consequences of not clarifying expectations
- Planning for rough spots
- Crafting of an opening statement to discuss performance
- Mutually discussion of expectations and measurables
- Recapping clarification discussion with employee
- Setting time/date for follow up discussion
- Action planning for future discussion on clarifying performance

What the Course Offers

- Experiential learning setting
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Giving Recognition
Strengthening your team culture

How You Will Benefit

Appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued.

Recognition is also a powerful means of communication; it sends extremely positive signals to the recipient and others who are aware of the recognition act. Employee recognition is therefore a communication technique to be encouraged by all levels of leadership, who can play a key role in influencing management to use recognition as a performance enhancer in the workplace.

Despite the unquestioned benefits arising from employee recognition, one of the mysteries of the workplace is that recognition invariably is done badly, if done at all.

Benefits of Utilizing the 5 Principles

A work environment that appreciates the value of Giving Recognition:
- Satisfaction and productivity rise
- Team members are motivated to maintain or improve their good work
- Employee recognition is free or low cost
- Direct performance feedback for individuals and teams is provided
- Lower negative effects such as absenteeism and stress
- Teamwork between employees is enhanced

Course Objectives

At the completion of this module participants will increase their ability to:
- Describe the impact of recognizing others on individual and organizational success
- Demonstrate a set of key actions for giving recognition
- Determine the type of recognition best suited for each recipient
- Deliver recognition to sustain and encourage excellent performance

Key Topics Covered

This course explores the following subjects in depth:
- Impact of recognition
- Barriers to giving recognition
- Key Actions for giving recognition
- Tailoring your recognition to the recipient
- Planning and practicing recognition

Action planning for future recognition opportunities

What the Course Offers
- Experiential learning setting
- Opportunity to learn from others while applying the concepts in a risk-free environment
- Complete set of materials including participant guide, classroom videos and learning summary cards

Providing Constructive Feedback
Preventing potential problems from growing beyond your capabilities

Course Overview

How You Will Benefit

Delivering constructive feedback is one of the most challenging things for any supervisor. Through this workshop, participants will gain valuable knowledge and skills that will assist with this challenging task. When an employee commits an action that requires feedback or criticism, it needs to be handled in a very specific way.

Constructive Feedback, if done correctly, will provide great benefits to your organization. It provides the ability for management to nullify problematic behaviors and develop well-rounded and productive employees. Constructive feedback shows an employee that management cares about them and will invest time and effort into their careers.

Those leaders who master essential Constructive Feedback skills reduce the occurrence of negative conflict, leading to healthier teams and work environments

Benefits of Supervisory Success

A work environment with a solid foundation for Constructive Feedback can:
- Increase efficiency and productivity
- Give New Perspective & Valuable Insight
- Provide a tool for continued learning
- Help solve problems and improve quality
- Allow for understanding of strengths and opportunities for development
- Build trust among team members

Course Objectives

At the completion of this module participants will increase their ability to:
- Define and describe Constructive Feedback
- Identify opportunities to provide Constructive Feedback in their own work environments
- Recognize the challenges and benefits of providing Constructive Feedback
- Evaluate their current level of effectiveness
- Demonstrate a set of key actions for providing Constructive Feedback to others

Course Objectives (cont.)

- Conduct Constructive Feedback conversations with others that result in improved performance

Key Topics Covered

This course explores the following subjects in depth:
- Understand when feedback should take place
- Learn how to prepare and plan to deliver Constructive Feedback
- Determine the appropriate atmosphere in which it should take place
- Identify the proper steps to be taken during the session
- Know how emotions and certain actions can negatively impact the effects of the session
- Recognize the importance of setting goals and the method used to set them
- Uncover the best techniques for following up with the employee after the session
- Action planning for future constructive feedback opportunities

What the Course Offers

- Experiential learning setting
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