

# 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