

Managing the Performance of Others™ 16 Hour Workshop



As the manager, supervisor, or leader of a work group or team, performance leaders help others do the work that ultimately makes an organization successful. Performance leaders are responsible for guiding and directing the performance of their employees. To accomplish this they must ensure employee performance aligns with the direction and strategy of the organization.

This workshop focuses on the performance management aspects of a manager's role. The skills taught in this workshop help participants prepare for and conduct different types of performance-related discussions.

During the two-day workshop, participants engage in a variety of individual and group activities, video demonstrations, and role plays, as well as partner and large group discussions.

Content & Outcomes

Planning for Performance Discussions 4 hours

Today's work environment presents difficult challenges: increased workloads, more varied tasks, and competing responsibilities. In order to succeed, employees must know how to manage priorities and achieve their goals. Managers are responsible for guiding and influencing the performance of others so that they can meet the challenges of a constantly changing environment. By effectively planning for performance-related discussions, managers establish a framework within which they can set mutual expectations, address performance issues, and help people respond to new developments.

The purpose of this module is to provide participants with the skills and tools to prepare for performance-related discussions that increase productivity, collaboration, and achievement of critical goals.

At the end of this module, participants will be able to:

- ✓ Describe the role of a performance leader.
- ✓ Explain how an individual's work supports the organization's goals.
- ✓ Demonstrate a set of key actions for performance planning.
- ✓ Create verifiable, 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.

Content & Outcomes

Clarifying Performance Expectations 4 hours

The ability to set and reset performance expectations swiftly and in a straightforward manner is a critical skill for all performance leaders. This module provides a process for handling conversations about work expectations in a way that reduces ambiguity, increases trust, and strengthens the working relationship between the manager and employee.

The purpose of this module is to provide participants with the skills to discuss performance expectations with others in a way that increases their sense of ownership and gains their commitment.

At the end of the module, participants will be able to:

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

Correcting Performance Problems 4 hours

The pressure for speed, productivity, and bottom-line results has never weighed more heavily on organizations than now. Managers must ensure that everyone takes responsibility for performing his or her job as effectively as possible. Employees need training and coaching so they can manage their own performance. When these approaches aren't enough, managers need to step in and take prompt and decisive action.

The purpose of this module is to provide participants with skills for addressing recurring or serious performance problems, getting an individual's performance back on track, and building motivation for improvement.

At the end of the module, participants will be able to:

- ✓ Recognize why managers delay correcting poor performance.
- ✓ Describe the consequences of delaying action to correct poor performance.
- ✓ Identify performance situations in which to take action.
- ✓ Explain the benefits of thorough preparation when planning a discussion about poor performance.
- ✓ Demonstrate a set of key actions for correcting performance problems.
- ✓ Conduct focused conversations about poor performance that result in action toward improvement.



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Conducting Performance Reviews 4 hours

The formal performance review can be an extremely powerful tool for the performance leader. This is especially true today, when people work more independently and there are few opportunities for the manager and employee to step back, look at what's happened, and decide where to go in the future. This module presents a collaborative approach to the formal performance review. Participants learn how to prepare employees for a review, how to manage expectations during the session, and how to create an atmosphere that encourages openness about concerns and plans for the future.

The purpose of this module is to provide participants with skills and tools to conduct a performance review that focuses on major responsibilities, opportunities for improvement, and developmental needs.

At the end of the module, participants will be able to:

- ✓ Prepare for focused and collaborative performance review meetings.
- ✓ Help employees prepare for performance review meetings.
- ✓ Give their perspective of performance by focusing on core points.
- ✓ Overcome major performance disconnects with employees.
- ✓ Increase employee motivation, learning, productivity, and ensure collaboration throughout the year.



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Planning for Performance Discussions™

Purpose

The purpose of this module is to help participants prepare for performance-related discussions with employees that lead to increased productivity, collaboration, and achievement of critical goals.

Process

During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- The role of the performance leader
- Supporting organizational goals
- Key actions for planning for performance discussions
- Planning for rough spots
- Tracking performance
- Action planning

Payoff

At the end of the module, participants will be able to:

- Describe the role of the performance leader.
- Explain how an individual's work supports the organization's goals.
- Demonstrate a set of key actions for planning for performance discussions.
- Create measurable, objective goals using specific criteria.
- Recognize the challenges individuals might have in achieving their goals and develop strategies to overcome these challenges.

Key Content

The Key Actions for Planning for Performance Discussions

1. List key responsibilities.
2. Rate each responsibility based on organizational value.
3. Prioritize responsibilities.
4. Set measurable goals for high priority responsibilities.
5. Plan for data collection.

Typical Time Investment

Time commitment Varies. Please discuss with your certified AchieveGlobal facilitator, or the authorized Distribution Partner. (4 Hours)



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Clarifying Performance Expectations™

Purpose

The purpose of this module is to help participants discuss performance expectations with their employees in a way that gains their commitment.

Process

During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- Consequences of not clarifying performance expectations
- Key actions for clarifying performance expectations
- Crafting an opening statement
- Asking open-ended questions
- Responding to rough spots
- Practice clarifying performance expectations
- Action planning

Payoff

At the end of the module, participants will be able to:

- Identify when a discussion to clarify performance expectations is necessary.
- Respond effectively to questions and concerns people have about work priorities and goals.
- Demonstrate a set of key actions for clarifying performance expectations.
- Use the key actions to conduct a productive discussion about expectations.
- Clarify performance expectations in a way that increases employee motivation and commitment.

Key Content

The Key Actions for Clarifying Performance Expectations

1. State the purpose of the discussion.
2. Explain how the work supports the organization.
3. Mutually discuss expectations and measures.
4. Recap and check for commitment.
5. Set a date for follow up.

Typical Time Investment

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Correcting Performance Problems™

Purpose

The purpose of this module is to help participants address recurring or serious performance problems and get an individual's performance back on track.

Process

During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- The results of not addressing poor performance
- When to conduct conversations about poor performance
- Key actions for correcting performance problems
- Planning conversations for correcting performance problems
- Practicing conversations for correcting performance problems
- Action planning

Payoff

At the end of the module, participants will be able to:

- Recognize why leaders delay correcting poor performance.
- Describe the consequences of delaying action to correct poor performance.
- Identify performance situations that warrant corrective action.
- Explain the benefits of collecting background information prior to a discussion about poor performance.
- Demonstrate a set of key actions for correcting performance problems.
- Conduct focused conversations about poor performance that result in action toward improvement.

Key Content

The Key Actions for Correcting Performance Problems

1. Collect background information.
2. Describe the performance problem.
3. Mutually assess the situation.
4. Agree on an action plan.
5. Offer support.

Typical Time Investment

Time commitment Varies. Please discuss with your certified AchieveGlobal facilitator, or the authorized Distribution Partner. (4 Hours)



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Conducting Performance Reviews™

Purpose

The purpose of this module is to help participants conduct a performance review that will increase employee motivation, learning, productivity, and collaboration throughout the year.

Process

During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- What to avoid
- Key actions for conducting performance reviews
- Preparing for a performance review
- Practice asking and answering open-ended questions
- Practice conducting performance reviews
- Action planning

Payoff

At the end of the module, participants will be able to:

- Prepare for a focused and collaborative performance review meeting.
- Help their employees prepare for the performance review meeting.
- Give their perspective of the person's performance by focusing on core points.
- Overcome major performance disconnects with the employee.
- Demonstrate a set of key actions for conducting performance reviews.
- Increase employee motivation, learning, productivity, and ensure collaboration throughout the year.

Key Content

The Key Actions for Conducting Performance Reviews

1. Prepare for a focused discussion.
2. Set expectations.
3. Invite discussion.
4. Share your core points.
5. Jointly decide next steps.
6. Summarize the core points.

Typical Time Investment

Time commitment Varies. Please discuss with your certified AchieveGlobal facilitator, or the authorized Distribution Partner. (4 Hours)



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