

# MANAGING PERFORMANCE

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**Programme Duration: 2 or 3 Days**

## **COURSE DESCRIPTION:**

Improving and maintaining high productivity and quality is a major concern to most organisations. Although many factors that influence performance are not directly influenced by managers (e.g. competition, the economy), many factors are under their control. Very often these manager-controlled factors are under-utilized or improperly applied. The result is diminished productivity and job quality.

Fortunately, managers can learn skills and install procedures that research has shown will improve and maintain human performance. In fact, our research has clearly revealed that some of the greatest gains in productivity are achieved through manager-controlled factors, especially when compared to capital investment strategies.

Managing Performance is a learning regimen to give managers these performance management skills. It is a performance-oriented system that ensures managers learn and apply the techniques on the job.

## **OBJECTIVES:**

Participants will learn to:

- Target key areas of group and individual accountability within the context of the organisation's mission and objectives.
- Develop performance objectives and standards in key results areas.
- Develop performance goals and action plans for each specific period that help employees achieve or exceed performance standards.
- Administer positive reinforcement techniques to motivate employees.
- Provide regular feedback on employees' performance.
- Coach to overcome performance deficiencies.
- Learn how to prepare a performance appraisal assessment form and conduct performance appraisal discussion.

## **WHO SHOULD ATTEND:**

This workshop is for managers and supervisors who are responsible for managing the performance of their subordinates.

## **METHODOLOGY:**

This programme is conducted in three phases. The methodology includes lectures, games, and group discussions with 60 - 70% of workshop time comprising hands-on applications.

## **COURSE OUTLINE/CONTENTS:**

### **MODULE 1: MANAGEMENT FOUNDATIONS**

- Identifying Your Management Responsibilities
  - ✓ What results are managers responsible for accomplishing?
  - ✓ What is under a Manager's Control?
- Developing Performance Descriptions
  - ✓ Identifying areas of responsibility
  - ✓ Establishing performance standards
- Collecting Information and Measuring Performance
- Communicating Performance Expectations
- Providing Performance Feedback

### **MODULE 2: GOAL-SETTING AND ACTION PLANNING**

- Setting Performance Goals
- Developing Action Plans
- Conducting the Goal Setting Meeting and Progress Review Meeting

### **MODULE 3: PERFORMANCE MOTIVATION**

- Using Positive Reinforcement Effectively
- Selecting and Giving Reinforcement
- Giving Recognition

### **MODULE 4: PERFORMANCE COACHING**

- Analysing Performance Deficiencies
- Guidelines for Effective Coaching
- Balancing Positive and Negative Consequences

### **MODULE 5: PERFORMANCE APPRAISALS**

- Preparing the Performance Appraisal
- Common Errors During Performance Appraisals
- The Performance Appraisal Discussion
- Developing Strategies to Help Individuals Realise Their Potential