

# PERFORMANCE MANAGEMENT

*How to get the best out of your people*



## OVERVIEW

**Every organisation has people who are high-performing with lots of potential for career progress.** They also have under-performers who can often take up a lot of valuable management time as well as

affecting the motivation of the rest of the team. In this highly practical and interactive course, you will learn how to continue to develop and stretch high achievers *and* manage under-performers effectively. Addressing some

of the common causes of under-performance and lack of motivation will help everyone in your team, free up your own time, allow you to spend more time with your good- and high-performers, and help you achieve better results all round.

## WHAT'S IN IT FOR YOU?

- Understand the components of good and bad performance
- Be able to assess the performance levels of your direct reports
- Learn some strategies for dealing with different types of under-performance
- Be able to get the most out of high-achievers
- Understand the role competencies play in assessing performance and communicating it
- Be able to set clear goals and communicate them effectively
- Boost your confidence in managing performance

# WORKSHOP OUTLINE

(Full-day version, 9.30 – 5.00)

## 1 Why manage performance?

- The cost to the organisation, the team and you, their manager, of losing high-performers
- The cost of failing to manage under-performers

## 2 The performance potential matrix

- A clean and simple way of identifying the performance levels of the people in your team
- What does high-, mid- and low-performance look like in your organisation?
- Gathering information to support performance management

## 3 Managing and developing high performers

- Why high-performers sometimes leave – how to spot the warning signs and avoid it
- How to engage and motivate high-performers
- Using the 9-box grid

## 4 Managing and developing the 'backbone'

- How to manage people who are happy where they are
- How to keep them motivated

## 5 Managing highly capable people who lack motivation

- Performance tends to ebb and flow for us all
- How can you tell when motivation is taking its toll on performance?
- What can you do about it?

## 6 Managing underperformers and the impact this has on others

- The impact under-performers have on the team around them
- Planning a conversation around under-performance

## 7 The performance management cycle

- The cycle
- The importance of managing performance daily
- Why communicating expectations and standards up-front is essential
- The importance of timely feedback
- Understanding the causes of under-performance
- Using and understanding competencies

## 8 Taking a coaching approach to performance management

- How to build rapport and trust
- Why a coaching approach is more effective than just 'telling it like it is'
- The importance of effective questioning and active listening

## 9 Reviewing performance – how to give effective feedback

- The importance of being specific when you give feedback
- The importance of balance and feedback being for them, not you
- Being clear in your feedback so they can use it to improve
- The BIF-S model for delivering useful feedback

## 10 Setting SMART objectives

- What are they?
- Why use them?
- How to cascade them

## 11 Actions and next steps

- Review
- Personal action planning
- Next steps