



PERFORMANCE MANAGEMENT:

Setting Objectives & Conducting Appraisals

Course Introduction:

Since there is a positive correlation between the performance of individual employees and the overall performance of the organization, it becomes imperative for supervisors and managers to properly set objectives and conduct appraisals. The role of front line managers is key to any performance management system. This course takes an in-depth view at setting the right measures to manage employees, measures that are primarily objective in nature. The course also course highlights how to conduct effective performance appraisal meetings in addition to the importance of coaching as a means of improving performance.

Course Objectives:

By the end of the course, participants will be able to:

- Explain performance management, including its various definitions, aims and developments
- List the main phases in a performance management cycle and how to manage each for optimum results
- Develop tangible and intangible measures of performance
- Create business based objectives, including 'SMART' targets, measures and key performance indicators (KPIs)
- Define coaching and list the 5 steps for conducting optimal coaching sessions
- Conduct effective performance appraisal meetings

Who Should Attend?

Team leaders, managers, business partners and line managers who are held accountable for the performance of the organization and its employees.

Target Competencies

- Deciding and initiating action
- Presenting and communicating
- Analytical thinking
- Applying expertise and technology
- Following instructions and procedures
- Planning and organizing
- Achieving goals and objectives

Course Outline:

Performance management – introduction and definitions

- Definition of performance management
- Impact of poor performance on an organization
- Objectives of performance management
- Key terms and uses
- Overview of the annual performance cycle
- Shared management model
- Mistakes in performance management

Establishing effective objectives

- Cascading the vision, mission and strategies
- The 3 types of performance criteria
- The impact of critical success factors on performance
- Corporate values - their importance
- Key result areas - definition and examples
- Key Performance Indicators (KPIs)
 - Definition and characteristics
 - Units of measure
 - Examples: financial and non-financial KPIs
- Difference between goals and objectives
- Turning goals into objectives the 'SMART' way
- Measuring the semi tangible factors and competencies
 - Behavioral indicators
 - Proficiency level
- The importance of coaching
 - The focus and purpose of coaching
 - Coaching responsibilities
 - Important coaching skills
 - Elements of a good coaching session
 - Five steps of coaching for optimal performance
 - Role play: facilitating a coaching session

Conducting effective performance appraisals

- Planning and preparing for appraisals
- Logistical arrangements
- Beginning the meeting
- Discussing the evaluation: an in-depth view
- Closing the meeting

- Roles of managers and employees
- Common appraisal errors

Following up after the performance appraisal meeting

- Percentage of time spent on performance management
- Acknowledging good performance
- Techniques for performance diagnosis
- Categories of performance problems and possible causes
- System factors versus individual factors
- Performance improvement planning

Course Methodology:

A variety of methodologies will be used during the course that includes:

- (30%) Based on Case Studies
- (30%) Techniques
- (30%) Role Play
- (10%) Concepts
- Pre-test and Post-test
- Variety of Learning Methods
- Lectures
- Case Studies and Self Questionnaires
- Group Work

Course Fees:

To be advice as per course location. This rate includes participant's manual, Hands-Outs, buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Course Certificate:

International Center for Training & Development (ICTD) will award an internationally recognized certificate(s) for each delegate on completion of training.

Course Timings:

Daily Course Timings:

08:00 - 08:20	Morning Coffee / Tea
08:20 - 10:00	First Session
10:00 - 10:20	Coffee / Tea / Snacks

10:20 - 12:20	Second Session
12:20 - 13:30	Lunch Break & Prayer Break
13:30 - 15:00	Last Session

