



DRIVING PERFORMANCE

Key Competencies

Course Introduction:

Competencies are demonstrated behaviors that reflect the skills, knowledge, attributes and motives, which produce superior performance. Clearly then, competencies are very closely tied in to performance.

Course Objectives:

The specific objectives of this unique experience are to help you:

- Explain performance management - definitions, aims and developments.
- Develop tangible and intangible measures of performance.
- Establish business based objectives - including SMART targets and measures.
- Explain the performance management cycle and how to manage it.
- Complete the performance management cycle including end of year reviews, using competencies and the various rewards programs.

Who Should Attend?

- Senior Managers, and Team leaders seeking to enhance their performance
- Managers desiring to sharpen their skills
- Technical staff seeking a greater understanding of management

Course Outline:

Module 1: Performance Management - Introduction and Definitions

- Objectives of Performance Management
- Key Terms and Uses
- Corporate Values - Their Importance
- The Nokia Story
- The Annual Performance Cycle - Overview
- Performance Management - The Mistakes
- Great Performance Management!

Module 2: Establishing Effective Objectives

- Cascading - Vision, Mission and Strategies
- Performance Criteria - 3 Types
- The Impact of Critical Success Factors on Performance
- Key Result Areas

- Key Performance Indicators (KPIs) and Units of Measure
- Financial and Non-Financial KPIs
- SMART Criteria - Establishing Individual Goals and Measures
- Measuring the Semi-Tangible Factors/Competencies

Module 3: Managing Performance

- Statistics on People and Performance
- Continuous Reviews and Assessments
- Performance Gaps
- Why Things Go Wrong with Performance
- Common Causes of Poor Performance
- Measuring Performance - Scoring Systems
- Performance Motivators
- Tips for Improving Performance
- Importance of Communication in Performance Management

Module 4: The Importance of Coaching

- Coaching Responsibilities
- Poor Performance Counseling
- Benefits of Good Coaching
- Characteristics of a Good Coach
- Elements of a Good Coaching Session
- Good Habits of Effective Listeners
- Diagnosing Performance Problems
- Five Steps of Coaching for Optimal Performance

Module 5: Conducting Effective Performance Appraisals

- Planning Performance Appraisals
- Preparing for the Appraisal
- Avoiding the But Trap
- Objective not Subjective
- Conducting Effective Appraisal Meetings
- Common Appraisal Errors
- Roles of Employees and Managers

Other Dimensions in Performance Management

- Competency-Based Performance Management

- Performance Management - It's Not Just About Pay
- Forced Ranking Systems
- Multi-Rater Assessments

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
- Discussion
- Presentation

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