

# Performance Management Setting Objectives and Conducting Appraisals

## Why Attend

- Since there is a positive correlation between the performance of individual employees and the overall performance of the organization, it is an organizational imperative for supervisors and managers to improve employee performance.
- The role of front line managers is key to any performance management system which includes, but is not limited to, properly setting objectives and conducting appraisals. This course takes an in-depth view at setting the right measures to manage employees. These measures are primarily objective in nature. This course also describes how to conduct effective performance appraisal meetings and emphasizes the importance of coaching as a means for improving performance.

## Course Methodology

- The course combines theoretical and practical methods for delivering content. Participants are expected to role play performance appraisal meetings and coaching sessions.

## Course Objectives

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

- Define performance management, its objectives and various responsibilities
- 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
- Identify ways of rewarding and recognizing employees

## Target Audience

- 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

### Performance management – introduction and definitions

- Definition of performance management
- Objectives of performance management
- Impact of poor performance on an organization
- Key terms and uses
- The annual performance cycle: an overview
- Responsibilities in performance management
- Shared management model
- Mistakes in performance management

### Establishing effective objectives

- Cascading the vision, mission and strategies
- The impact of critical success factors on performance
- The 3 types of performance criteria
- Key result areas - definition and examples
- Key performance indicators
- Definition and characteristics
- Units of measure
- Difference between goals and objectives
- Turning goals into objectives the SMART way
- Measuring the semi tangible factors and competencies
- Behavioral indicators
- Proficiency level
- Corporate values - their importance

## The importance of coaching

- Defining coaching
- Coaching responsibilities
- Benefits of good coaching
- The focus and purpose of coaching
- Important coaching skills

## Conducting effective performance appraisals

- Planning performance appraisals
- Conducting effective appraisal meetings
- 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
- Ways of recognizing employees
- Techniques for performance diagnosis
- Categories of performance problems and possible causes
- System factors versus individual factors
- Performance improvement planning