

<b>Training Document: Managing and Improving Performance</b>			
<b>Document:</b> SBS: HS0036	Issued: 11th Jan 2008	Revision: 2	
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## Overview Managing and Improving Performance

### Course duration: 2 days.

- This practical two day course will provide individuals with the essential skills and techniques to manage and motivate other people to achieve their best performance.
- Working on real scenarios and classroom based exercises; participants will explore the link between high performing individuals, teams and their business.
- In addition, participants will work on giving and receiving feedback in a variety of situations, including handling difficult or de-motivated people and learning to celebrate success.

### Is it right for me?

- Designed for anyone directly responsible for evaluating and managing others' work output – measuring and developing 'what' and 'how' staff approach their job.
- Learning to improve communication over performance and help people reach their potential is a reward in itself and by exploring in groups challenging scenarios, you will learn to analyse your own management style and adapt your practices to make a difference to your team.

### What will I learn?

#### By the end of this course you will be able to:

- Understand the link between effective performance management and business results.
- Think about what your staff and your business expect from you in developing them.
- Set and communicate appropriate performance standards and competencies.
- Monitor and measure performance against agreed goals
- Run regular appraisal meetings, to encourage staff to reach goals and pick up any development opportunities.
- Identify and satisfy skills gaps.
- Confidently deal with difficult performance issues and turn them around to positive development tasks
- Recognise when to give formal and informal motivational feedback
- Identify opportunities and tools for the development of others.

#### Pre-course Activity

- In order to focus on your development needs, you will be asked to think about the way appraisals and performance is currently handled in your workplace, what you like and dislike and specific situations you would like to discuss on the training course.

### What will it cover?

#### The Value of Performance Management

- Defining performance management - what it is and the why it matters
- The benefits of effective performance management to the individual and the organisation
- Looking at common reasons for underperforming and communicating objectives
- Exploring your role as a performance manager and coach
- How to get the best from others Setting Clear Expectations and Objectives
- Creating and communicating performance standards - ensuring the expectations are clear
- Explaining and aligning the cascade of objectives throughout the business
- Setting SMART individual and team objectives
- Defining and agreeing standards of behavioral performance- not just 'what staff do' but 'how' they go about it

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### **Managing and Motivating for Individual Performance**

- Practical approaches for managing the differing performance types i.e. the peak performer, the developer, the new learner and the poor performer
- Identifying your personal leadership and coaching style
- Flexing your personal leadership style to get the most from the individual performer
- The link between motivation and performance
- Practical tips to motivate and increase performance in others - meeting the needs of the individual

### **Improving and Developing Performance**

- What to do when the performance plan doesn't work
- How to pinpoint areas for learning and encourage others to take ownership of their own development
- Creating and implementing opportunities for learning based on personal styles, e.g. courses, mentoring, e-learning, books
- Praising and celebrating good performance in a safe environment
- The Performance Coach – spotting opportunities and keeping it informal and positive
- Reviewing Performance – the tools that make it work!
- Monitoring and evaluating performance – suggested paperwork and measures
- Gathering performance data and evidence
- Reviewing performance versus objectives and competencies
- Providing clear and motivational feedback on a regular basis to improve individuals' daily performance
- Encouraging self-appraisal and review
- Communicating clearly - structuring review meetings

### **Managing Under Performers**

- Identifying what constitutes poor performance
- Challenge behaviors and remain assertive, calm and approachable
- Offer constructive and timely feedback to improve performance
- Handling difficult people in a fair and confident manner – encouraging them to find solutions and take ownership Personal Development
- Formulating an action plan