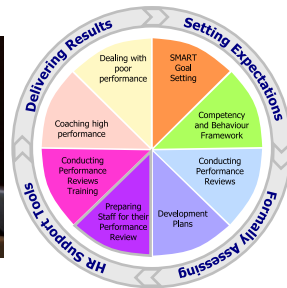


Performance Management Consultancy



Facilitating performance improvements through an effective performance management process

What are the challenges?

While every organisation has performance management challenges unique to them, we hear a number of frequently recurring themes among clients.

- **Goal setting** is an art, and most managers don't do it well
- **Competency frameworks** are complex, confusing and difficult to use
- Lack of clarity about **'what good looks like'** leading to over-rating some individuals, and confusion about who has potential to go further
- Concerns about use of **rating systems**, and their fairness and effect on motivation
- Managers avoid **dealing with poor performance**
- Employees perceive performance reviews as 'done to them' and not something they have any responsibility for
- Regular meetings and coaching are not happening

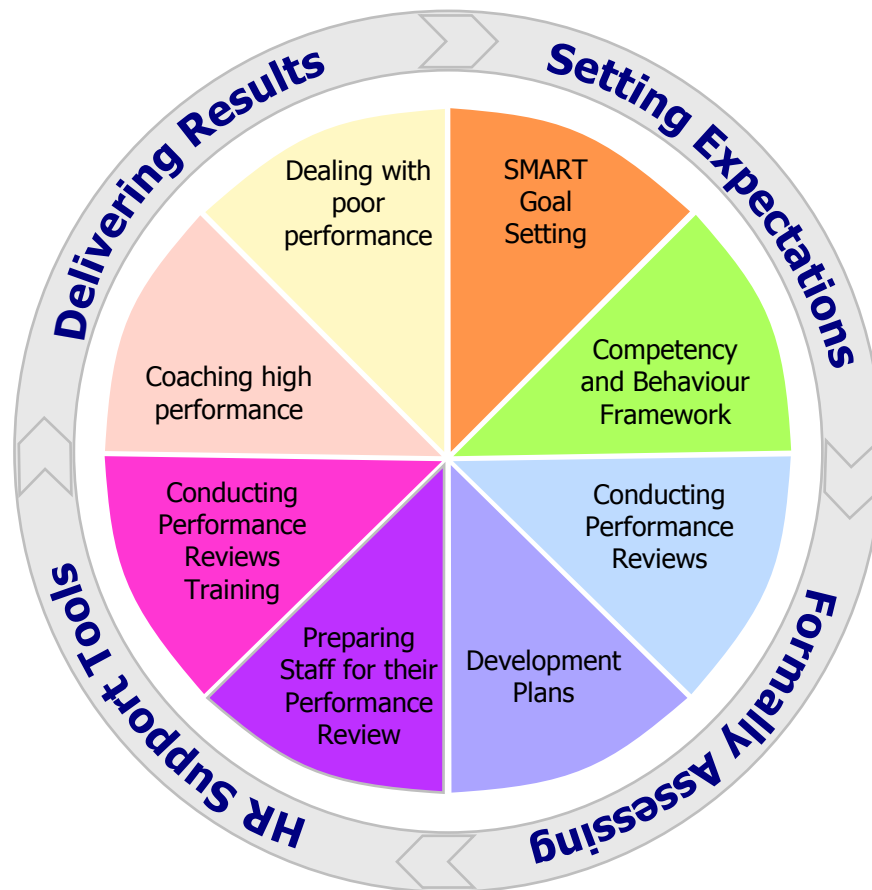
Do you need support to:

- Simplify and/or redesign a new **PDR or appraisal form**?
- Make **goal setting** easier for managers and aligned to core business objectives and role descriptions
- Ensure **ratings** are fair and consistent?
- Simplify and/or redesign a complex **competency framework** (or start one from scratch)?
- Launch a new **performance management process** that works for your organisation?
- **Identify (and keep) talent** within your organisation?

Our Approach

Our approach to developing best practice with our clients is demonstrated through the implementation of the **Performance Management Wheel** illustrated on page 2. Whether you have an existing performance management or appraisal process that needs re-visiting or you need to implement a process you can simply select from the wheel the relevant elements.

Performance Management Wheel



First Steps

Prior to engaging your managers and staff in this process (which often involves a change or an improvement from what is currently happening) we need to consult with those people in your organisation who have a direct influence on the performance process. This would typically be HR and senior managers who take a direct interest in this discipline.

It is essential to gain an understanding of current processes and procedures, what works and what needs to change to reflect best practice. An understanding of how you currently define Role Descriptions, link these to achieving strategic and operational objectives, monitor progress, coach and develop high performance, reward and motivate individuals and teams, hold people accountable and manage poor performance is fundamental to implementing a bespoke solution for your organisation.

Once this initial consultancy has been completed we would roll out a programme that would typically combine the following support workshops.

Strategic performance management workshop

To engage your senior management team in your new or refreshed performance management process, we recommend this half-day strategic workshop to ensure complete buy in from your leaders BEFORE we engage with the rest of your workforce. This strategic based workshop focuses on the key drivers of high performing organisations and, define a framework which sets out the critical requirements of the performance management process. Possible content includes:

- Background and context - why are we doing this now?
- How effective performance management makes a difference
- The evidence behind success and failure
- Overview of the new or refreshed process being rolled out to your staff
- Insight into Manager and Staff Training sessions
- A look at your Performance Review Forms and Processes

The workshop is highly interactive and relatively informal. It gives the Senior Management Team a chance to experience a flavour of the Performance Management Programme that will be rolled out to the rest of the organisation.

Outcomes

- Be confident leaders in your new or refreshed performance management process
- know what to expect of managers and employees in terms of effective performance management and great quality performance review conversations

Engaging your whole workforce - Forum Theatre

A refreshing and creative way to show your managers and employees how to make it work!

Are you looking for a creative and energising approach to engage your entire workforce with Performance Management?

Forum Theatre asks delegates to watch a short scenario tailored to meet your key messages around effective performance reviews. The scenario typically involves a humorous take on what happens when things go badly, and the audience (your staff) then take part in a group discussion to explore possible improvements in behaviour. The play is then re-enacted using these suggestion and then group watch how the play differs dramatically...

Forum Theatre's main objective – whatever the subject – is to '*disturb the thinking*' of its delegates and encourage your staff to come up with improvements in behaviour for a 'best practice' performance review conversation.

Forum Theatre workshops provide a space in which issues can be discussed openly and honestly, whilst fictional characters in highly recognisable situations provoke emotional responses from its audience - a hugely powerful learning experience. It is also very entertaining making the key learning messages even more memorable. Forum Theatre workshops are tailored to meet your Performance Management demands. ideally a 2-hour session, Forum Theatre workshops can accommodate up to 40 delegates in any one session. We can run 3 sessions in one day - delivering to up to 120 staff in one day!

Effective goal setting

Effective goals provide the foundation for many management activities. If we get goal setting right we can coach, review and manage performance, develop our people and ultimately add value to the organisation. Using SMART as a foundation for goal setting, our training workshop will turn SMART goals into actionable, measurable goals clearly linked to organisational objectives.

Outcomes

- Set effective goals for their team members using a structured approach
- Identify what makes a stretching and motivating goal
- Create objectives that add value to the individual and the organisation
- Align their goals with the strategic plan for the organisation
- Confidently conduct the **goal setting conversation** with their team members

Personal development planning

Most people are motivated by goals and achievement of goals. Giving people a clear focus for development enables them to see themselves succeed. This workshop will explore options for personal development and the personal development conversation. Content will be tailored to your needs.

Outcomes

- Be able to identify appropriate personal development needs for their team members
- Be confident in having a conversation that encourages the team member to take ownership of their development needs
- Be able to gain commitment from the team member to their development plan

Conducting Performance Reviews

Managing performance is widely recognised as playing a key role in the development of skills and attitudes in the workplace, and a vital part of this process is the formal review, often referred to as the appraisal process. Managed well, a positive appraisal reinforces the benefits of the performance management process. Managed badly, team members may leave the appraisal feeling de-motivated and/or under valued. The aim of this one day workshop is to enable participants to improve their personal skills and self confidence in conducting performance reviews.

Outcomes

- Conduct informal and formal performance reviews
- Structure individuals development to fulfil role requirements
- Provide positive and constructive feedback to encourage an improvement in performance
- Apply the basic skills of coaching to enhance self awareness and performance.
- Develop evaluation processes to measure the effectiveness of the individuals development

Preparing for your Performance Review

Many employees don't think about how to prepare for a performance review and think of the performance review as a time to passively receive their manager's opinion of their worth. One of the most important things you can do to ensure the success of your performance appraisal is to actively prepare for it. Whether your company includes a self-evaluation step in their process or not, you don't have to play a passive role where you are merely the recipient of feedback and direction from your manager. By properly preparing for your appraisal meeting with your manager, you can ensure your manager has a broader picture of your performance and career goals, foster dialogue, and take charge of your career progression.

Outcomes

- Review past performance review documents and provide evidence of developmental and performance improvements
- Critically self-assess and identify strengths and key areas for development
- Draft personal goals that reflect role description and key performance indicators
- Complete required documentation in preparation for the performance review

Managing Individual Development (ilm Level 5 Unit)

The ilm Level 5 Unit - Managing Individual Development is a nationally recognised qualification that has been specially designed to give practising managers the knowledge, skills and confidence to manage individual development as part of their normal work role. It is made up of two key elements which enable participants to understand, develop and demonstrate knowledge and skills in enhancing the performance of others.

Outcomes

- Develop the ability to evaluate individual performance in an organisation
- Recognise individual learning styles
- Implement personal development plans to enhance the performance of individuals

Effective workplace coaching (ilm Level 5 Unit)

Coaching is about encouraging and motivating the team member to achieve their goals, solve their own problems and find their own solutions by asking the right questions. Essentially coaching is an ongoing process and is about getting the best from people, encouraging them to perform at peak potential by developing the necessary skills, confidence and knowledge. Content will be tailored to your needs.

Outcomes

- Be confident that they can have a conversation with their team members to identify coaching needs and growth areas
- Be able to provide structured coaching for their teams using the GROW model
- Encourage team members to take responsibility for their own solutions
- Know when to coach
- Demonstrate best practice in coaching using real play scenarios

By combining the Level 5 Units Managing Individual Development and Developing Coaching Skills this will lead to the ilm Level 5 Award in Leadership and Management National Qualification.

Managing Poor Performance

Managing Poor Performance is a popular and effective training course which provides managers with practical skills and tools to handle performance related conversations with their staff. Content will be tailored to your needs.

Outcomes

- Identify what constitutes poor performance
- Appreciate the importance of dealing with under-performance in a proactive and positive way
- Follow a framework for the poor performance conversation
- Be confident in dealing with typical performance issues

Different organisations select different elements depends on whether they are refreshing an existing performance management process or implementing a new process.

Ensuring effective performance reviews for your whole organisation

Palladium Training has been helping organisations to implement effective leadership and management strategies since 1999. Performance management is a key area where our refreshing and energising approach is designed to:

- :
- engage the senior leadership team
 - provide managers with skills and knowledge
 - enable staff to take ownership of their own performance