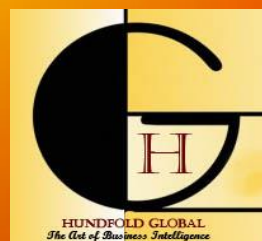


Essentials of Performance Management & Manpower Development Workshop



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PROGRAM OVERVIEW

At its best, Performance Management is a holistic process that ensures employees' performance contributes to business objectives. It brings together many elements of good people management practice, including learning and development, measurement of performance, and organizational development. For this very reason, it's complex and often misunderstood.

Employees need to know what you expect, and you need to be able to measure their adherence to those expectations in a fair and equitable manner. Your feedback should give employees clarity, a reason to go forward, and direct their work effort toward the goals of the department and the institution.

LEARNING OUTCOMES

- ✓ Clarifying job responsibilities and expectations
- ✓ Enhancing individual and group productivity
- ✓ Developing employee capabilities to their fullest extent through effective feedback and coaching
- ✓ Driving behavior to align with the organization's core values, goals and strategy
- ✓ Providing a basis for making operational human capital decisions (e.g., pay)
- ✓ Improving communication between employees and managers

WHO SHOULD ATTEND

- ✓ Directors, Performance Management
- ✓ Performance Development Managers
- ✓ Learning & Development Managers
- ✓ Human Resources Managers
- ✓ Performance Management Supervisors
- ✓ Performance Management Specialists
- ✓ Appraisals specialists
- ✓ HR specialists
- ✓ Line Managers
- ✓ Managers who want Performance Management training in order to reinforce their skills and train their staff

TRAINING METHODOLOGY

The methodology is based on interactive learning, i.e. learners will learn by doing. Furthermore learners will use examples from their own organizations, thus ensuring that the learning is anchored at their workplace. As with all Hundfold Global training programmes, we strive to effect actual change back at the workplace through effective and practical outcomes based training.

MODULAR OUTLINE

MODULE 1: PERFORMANCE MANAGEMENT - THE FUNDAMENTALS

- ✓ What is performance management?
- ✓ Importance of managing performance
- ✓ Purpose of performance management
- ✓ Understanding the objectives of performance management
- ✓ Examining the principles underlying performance management
- ✓ Organisation, Responsibilities and Functions of performance management offices
- ✓ Case Study

MODULE 2: PERSPECTIVES ON PERFORMANCE MANAGEMENT

- ✓ Organizational effectiveness is always a matter of comparison.
- ✓ Organizational effectiveness is multi-dimensional.
- ✓ Boards make a difference in organizational effectiveness, but how is not clear.
- ✓ Organizational effectiveness is a social construction.
- ✓ More effective organizations are more likely to use correct management practices.
- ✓ Claims about “best practices” warrant critical evaluation.
- ✓ Measures of responsiveness may offer solutions to differing judgments.
- ✓ It can be important to distinguish different types of organizations.
- ✓ Network effectiveness is as important to study as organizational effectiveness.

MODULE 3: EMPLOYEE PERFORMANCE MANAGEMENT PROCESS

- ✓ Establishing Performance Goals
- ✓ Developing Performance Plans
- ✓ Giving and Receiving Feedback
- ✓ Evaluating Performance (Performance Appraisals)
- ✓ Rewarding Performance
- ✓ Addressing Performance Problems
- ✓ Performance Improvement/Development Plans
- ✓ Firing Employees

MODULE 4: **GROUP PERFORMANCE MANAGEMENT**

- ✓ Evaluating Consensus Team Decision Making
- ✓ One Team's Approach to Performance Appraisal
- ✓ Measuring the Hard Stuff: Teams and Other Hard-to-Measure Work
- ✓ Harnessing the Power of Teams
- ✓ Evaluate Team Performance and Determine Training Needs

MODULE 5: **ORGANSATIONAL PERFORMANCE DASHBOARD**

- ✓ Identifying What to Improve in Organizations -- Using Organizational Assessments
 - Organizational Assessments/Evaluations of Businesses (For-Profits)
 - Organizational Assessments/Evaluations of Non-profits
- ✓ Interpreting Results of Assessments -- Using Organizational Diagnostic Models
 - Systematic Methods to Address Assessment Results
 - Organizational Performance Management Systems
- ✓ Managing Change While Implementing Methods -- Managing Organizational Change

MODULE 6: **ESTABLISHING PERFORMANCE GOALS**

- ✓ SMART Goal Setting
- ✓ Specific Goals
- ✓ Measureable Goals
- ✓ Attainable Goals
- ✓ Realistic Goals
- ✓ Timely Goals
- ✓ Monitoring Results
- ✓ Case Study

MODULE 7: **360 DEGREES FEEDBACK**

- ✓ What is 360 Degree Feedback?
- ✓ Vs. Traditional Performance Reviews
- ✓ The Components
- ✓ Case Study

MODULE 8: COMPETENCY ASSESSMENTS

- ✓ Competency Assessment Defined
- ✓ Implementation
- ✓ Final Destination
- ✓ Case Study.

MODULE 9: MOTIVATION

- ✓ Key Factors
- ✓ The Motivation Organization
- ✓ Identifying Personal Motivators
- ✓ Evaluating and Adapting
- ✓ Case Study.

MODULE 10: THE PERFORMANCE JOURNAL

- ✓ Record Goals and Accomplishments
- ✓ Linking with Your Employees or Managers
- ✓ Implementing a Performance Coach
- ✓ Keeping Track
- ✓ Case Study.

MODULE 11: MANPOWER DEVELOPMENT

- ✓ What Is the Meaning of Manpower Development?
- ✓ Manpower development as a process
- ✓ Impact of Training and Development on
- ✓ Organizational Performance
- ✓ Steps in Manpower Development

MODULE 12: KOLB'S LEARNING CYCLE

- ✓ Experience
- ✓ Observation
- ✓ Conceptualization
- ✓ Experimentation
- ✓ Case Study.