



HOSCA

management consultants



## ***PERFORMANCE MANAGEMENT CORE SKILLS FOR MANAGERS***

### **AIM AND APPROACH:**

The aim of this workshop is to build on the joint, Awareness Session for staff and to ensure that managers have a thorough understanding of their role in the process and the skills to deliver on the set objectives. This is largely around the creation of the right environment for Performance Management and being able to lead a Team through the various stages of development.

### **PROGRAMME OBJECTIVES:**

- Identify with the context for Performance Management and where it sits in relation to Performance Developing Planning
- Determine the competencies required selecting the Ideal Team
- Define the role of the manager in implementing Performance Management
- Set SMARTER objectives and realistic measurements
- Give and receive feedback in a constructive manner
- Apply Situational Leadership to the phases of Group Development

### **AUDIENCE:**

Managers who are committed to launching Performance Management in their area or across disciplines that they are involved with

### **DURATION:**

2 Days

### **AGENDA:**

- Introductions / Objectives / Agenda
- **Performance Management Context**  
This introductory input reinforces the messages sent at the Awareness Session and emphasises the use of Performance Management as a tool for reform of the Service.
- **Performance Management and Personal Development Planning (PDP)**  
Performance Management is positioned beside PDP as the vehicle for Team improvement and PDP as the vehicle for individual improvement



## **PERFORMANCE MANAGEMENT CORE SKILLS FOR MANAGERS cont'd**

### **AGENDA cont'd:**

- **Setting Objectives and Measurements**

The rules in relation to setting SMART objectives are revisited referencing the Force Field Analysis application with real examples of objectives and the use of measurement is introduced from both a process management and data gathering perspective. The Balanced Score Methodology is also introduced to give an indication of best practice and as an approach for thinking the way through measurement

- **Teams**

The emphasis is placed on the competencies required to match the set objectives, the best selection of players is determined by the competency requirement needed to meet the objective. Some further consideration of group dynamics is dealt with through the application of the Self-Perception Inventory and the sometimes, unstated impact personal preference has on a group. The idea of ground roles for managing the meetings process is put forward.

- **Team Leadership**

The Situational Leadership model is used to examine the main stages of group development and ideas are provided in relation to what might be expected to happen at each stage. Style flexibility and effectiveness are clearly defined as prerequisites to moving from a group to a team.

- **Giving and receiving feedback**

The techniques are defined and supported by video and short role-plays. The importance of constructive feedback is emphasised and set in the formal context of the Performance Management reviews and in the need for on-going informal feedback.

- **Next Steps**

Participants are given some guidance in relation to next steps, selecting a team, setting up first meetings, defining processes, examining available data and leading the activity.

### **METHODS:**

This is a practical skills based workshop that uses short inputs to cover the key aspects of Performance Management and Improvement activities. Diagnostics, videos and role-plays are used to reinforce and practice the skills required. The use of the Performance Improvement Toolkit will be emphasised throughout the event.