



*Meeting the needs of the new global marketplace with a flexible, total-systems approach*

# Managing the Performance of Others™

As the manager, supervisor, or leader of a work group or team, performance leaders help others do the work that ultimately makes an organization successful. Performance leaders are responsible for guiding and directing the performance of their employees. To accomplish this they must ensure employee performance aligns with the direction and strategy of the organization.

This workshop focuses on the performance management aspects of a manager's role. The skills taught in this workshop help participants prepare for and conduct different types of performance-related discussions.

During the two-day workshop, participants engage in a variety of individual and group activities, video demonstrations, and role plays, as well as partner and large group discussions.

## Module 1: Planning for Performance Discussions™ (4 hours classroom)

Today's work environment presents difficult challenges: increased workloads, more varied tasks, and competing responsibilities. In order to succeed, employees must know how to manage priorities and achieve their goals. Managers are responsible for guiding and influencing the performance of others so that they can meet the challenges of a constantly changing environment. By effectively planning for performance-related discussions, managers establish a framework within which they can set mutual expectations, address performance issues, and help people respond to new developments.

The purpose of this module is to provide participants with the skills and tools to prepare for performance-related discussions that increase productivity, collaboration, and achievement of critical goals.

At the end of this module, participants will be able to:

- Describe the role of a performance leader.
- Explain how an individual's work supports the organization's goals.
- Demonstrate a set of key actions for performance planning.
- Create verifiable, objective goals using specific criteria.
- Recognize the challenges individuals might have in achieving their goals and develop strategies to overcome these challenges.
- Prepare for focused performance management conversations to address expectation setting, poor performance, and performance appraisals.

## Module 2: Clarifying Performance Expectations™ (4 hours classroom)

The ability to set and reset performance expectations swiftly and in a straightforward manner is a critical skill for all performance leaders. This module provides a process for handling conversations about work expectations in a way that reduces ambiguity, increases trust, and strengthens the working relationship between the manager and employee.

The purpose of this module is to provide participants with the skills to discuss performance expectations with others in a way that increases their sense of ownership and gains their commitment.

## About AchieveGlobal

AchieveGlobal is the world leader in helping organizations translate business strategies into business results by developing the skills and performance of their people. We are a single resource for aligning employee performance with organizational strategy through training and consulting solutions in sales performance, customer service, leadership and teamwork.

With 75 offices in 43 countries—and programs and services in more than 40 languages and dialects—we can work with our customers virtually anywhere in the world. We welcome the opportunity to work with you, too.



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At the end of the module, participants will be able to:

- Identify when a performance expectation discussion is necessary.
- Respond effectively to questions and concerns people have about work priorities and goals.
- Use the key actions to hold a productive discussion about expectations.
- Clarify expectations in a way that increases employees' ability to manage more of their job responsibilities on their own.

### Module 3: Correcting Performance Problems™ (4 hours classroom)

The pressure for speed, productivity, and bottom-line results has never weighed more heavily on organizations than now. Managers must ensure that everyone takes responsibility for performing his or her job as effectively as possible. Employees need training and coaching so they can manage their own performance. When these approaches aren't enough, managers need to step in and take prompt and decisive action.

The purpose of this module is to provide participants with skills for addressing recurring or serious performance problems, getting an individual's performance back on track, and building motivation for improvement.

At the end of the module, participants will be able to:

- Recognize why managers delay correcting poor performance.
- Describe the consequences of delaying action to correct poor performance.
- Identify performance situations in which to take action.
- Explain the benefits of thorough preparation when planning a discussion about poor performance.
- Demonstrate a set of key actions for correcting performance problems.
- Conduct focused conversations about poor performance that result in action toward improvement.

### Module 4: Conducting Performance Reviews™ (4 hours classroom)

The formal performance review can be an extremely powerful tool for the performance leader. This is especially true today, when people work more independently and there are few opportunities for the manager and employee to step back, look at what's happened, and decide where to go in the future.

This module presents a collaborative approach to the formal performance review. Participants learn how to prepare employees for a review, how to manage expectations during the session, and how to create an atmosphere that encourages openness about concerns and plans for the future.

The purpose of this module is to provide participants with skills and tools to conduct a performance review that focuses on major responsibilities, opportunities for improvement, and developmental needs.

At the end of the module, participants will be able to:

- Prepare for focused and collaborative performance review meetings.
- Help employees prepare for performance review meetings.
- Give their perspective of performance by focusing on core points.
- Overcome major performance disconnects with employees.
- Increase employee motivation, learning, productivity, and ensure collaboration throughout the year.



Please Note: The modules in the workshop are also available via elearning.