

Performance Management II: Advanced Techniques

Training and Systems

A two and a half day course that teaches participants how to identify specific people-problem areas, to determine and implement effective performance-improvement measures, and to monitor these techniques.

Each participant will leave the workshop with a new set of skills for dealing with problem situations and an action plan for applying these skills to real-life problems back on the job.

The Program

The Nature of Performance, Behavior, and Management: ... selecting high-payoff areas for improvement.

Analyzing Performance Problems: why training does not take ... determining reasons for nonperformance ... measuring on-the-job performance ... determining consequences of behavior.

Techniques of Positive Reinforcement: positive reinforcement as a management tool ... the use of punishment ... eliminating undesirable behavior ... schedules of reinforcement ... the importance of timing.

How to Use Feedback Systems: characteristics of good feedback systems ... how to improve your feedback system ... self-administered feedback ... late or misdirected information ... information time lag and performance.

A System that Motivates Performance: analyzing and correcting deficiencies in a performance system ... identifying key accomplishments, requirements, measurements and standards ... analyzing the job involvement and assessing the person in the job situation.

Designing Your Own Project: baseline data ... selecting the performance improvement area ... criteria for project selection ... developing effective implementation steps ... getting commitment from key people.

Follow-up and Maintenance: how behavior maintenance gets neglected ... analyzing the data ... terminating a project.

Participants Will Learn

- To manage for performance improvement.
- To increase departmental productivity through creation of the proper work environment and the application of behavior-change techniques.
- To recognize problems quickly and design action plans.
- To achieve results through the use of feedback and positive reinforcement.

Who Should Attend

Managers and supervisors who have previous performance-planning and review training.

The role of the supervisor as counselor and coach in the development of subordinates is the key to improving human performance.

The Program

Preparing for the Employee Meeting: the ingredients to adequately prepare for a meeting with employees.

The Planning Meeting: the process of conducting an effective performance-planning meeting.

Listening: presentation and practice of techniques to improve listening ability.

Decision Making: an effective method to achieve mutual agreement through a joint decision-making process.

Development Plans: methods and approaches for preparing plans for employee growth and development.

Interpersonal Skills: increase through practice such skills as coaching and counseling, negotiation and conflict resolution.

The Appraisal: the process of conducting a successful review meeting in which manager and employee agree on the performance results.

This is a two and a half day course that provides participants with the interpersonal skills to effectively conduct performance-planning and review sessions.

Participants Will Learn

- How to conduct successful planning and review meetings in which both manager and employee have a common commitment to a performance plan and achieve mutual agreement on performance results.
- Interpersonal skills which enable managers:
 - to provide encouragement, positive feedback, and constructive suggestions for improvement;
 - to coach employees for results in performance improvement;
 - to negotiate, resolve conflicts and achieve mutual agreement on performance and development plans.

Who Should Attend

Managers and supervisors of salaried employees.