

# Performance Management Appraisal & Development

## Program Description

This highly interactive workshop is designed to provide understanding of Performance Management, Development and Appraisal with practical tips and techniques. This course is designed to conduct Performance Management not just for evaluating employee performance for salary review, but to focus more on achieving goals. It is to assist people who care about and develop their people and want to succeed through them and with them. This course also covers topics such as Coaching, Counselling and Mentoring skills and techniques.

Developing and Appraisal skills are essential to enhancing performance. Participants will identify the benefits of these skills including helping people to learn on the job, be motivated and address development issues. A good coach and appraiser leads highly productive teams who are keen to learn new skills and as a result significantly increase the cost effectiveness and efficiency of their people.

This course will introduce proven new concepts and approaches. Through case studies and role-plays guidance will be provided on the planning and application Performance Management, Development and Appraisal within a variety of workplace environments.

## Benefits

This course is designed to provide participants an understanding of conducting a fair and unbiased Performance Management Appraisal focusing more on achieving goals and people development. It is to assist people who care about and develop their people and want to succeed through them and with them. The core benefits that participants will gain from this program include:

- ◆ What is a Good Performance Management System?
- ◆ Importance of The Right Performance Management and Appraisal.
- ◆ What Makes a Good and Bad Appraiser?
- ◆ What is The Impact of A Good and Bad Appraiser to The Organisation and Employee Performance?
- ◆ What Makes a Good and Bad Appraisee?
- ◆ What is The Impact of a Good and Bad Appraisee to The Organisation and Employee Performance?

## Who Should Attend

Personnel in management and supervisory positions (HR personnel, Managers, Divisional Heads, Superintendents, etc.) needing to improve and develop their Performance Management skills.

## Training Methodology

This is highly interactive and practical workshop and will be conducted through instructor support involving syndicate and group exercises, discussions and analysis of work-based situations, and assessment tools to give participants valuable skills and techniques to master the topics.

## Program Outline

- ◆ **Welcome and Introduction.**
- ◆ **What is Performance Management**
  - Definition
  - How the approach has changed
  - An overview of the Management 'toolkit'
  - How Performance Management fits into the organisation
  - Case studies
  - The importance of the right attitude
- ◆ **Leading for Performance**
  - A popular Leadership model
  - Questionnaire to analyse competencies
  - How to create the right work climate
  - How to Manage your Leadership Performance
- ◆ **Performance Management Skills**
  - Delegating; differences in the motivation of individuals and teams
  - Dealing with poor performance
  - Motivating
  - Empowering
  - Processes that improve motivation: consultation, job enrichment, job enlargement, job rotation, delegation, etc.
  - Authority and responsibility
  - Allocating work effectively; selecting team members for tasks, setting objectives, gaining commitment, issuing clear instructions, monitoring performance
  - Factors that may reduce team motivation
- ◆ **Performance Management Process**
  - Performance reviews
  - Setting goals and objectives
  - Measuring performance
  - 360° feedback
- ◆ **Measuring & Monitoring -Performance Objectives**
  - The Five 'W's Approach
    - Why are we Measuring?
    - What are we measuring?
    - When are we measuring?
    - Where are we measuring?
    - Who is measuring?
- ◆ **The Appraisal**
  - Objectives of performance appraisal
  - The appraisal process
  - Methods of reviewing performance
  - Fair and effective performance appraisal
  - Difference between fairly evaluated and over evaluated performance appraisal
  - Setting performance standard
  - Gap analysis
- ◆ **Appraisal Interviews**
  - Appraisal interviews: establishing individual development needs, agreeing development objectives, evaluating and monitoring appraisal outcomes
  - Constructive praising
  - Constructive criticism
  - Feedback ,Group discussion

- ◆ **Benefits of Appraisal**
  - Management Role
  - Employee Role
- ◆ **Problems with Appraisals**
  - People
  - Process
  - Preparation
- ◆ **Motivating and Developing People**
  - **Teams**
    - Principles of team building
    - Stages of team development
    - The importance of teamwork, why it can fail
    - Working with teams
    - Understand the features of team roles and responsibilities
    - Characteristics of successful teams
    - Team Leaders role and responsibilities
    - Identifying and minimizing sources of conflict within teams
    - Developing the team, coaching and on the job training
    - Questionnaire to analyse your team's performance
  - **Motivation**
    - Motivational theories
    - Exercise - Assumptions about people at work
    - Practical steps in motivation
    - Exercise - How to motivate your team
  - **Counselling**
    - What is counselling?
    - Is it important?
    - How does it contribute?
    - When to counsel
    - Examples
    - Exercises
  - **Coaching**
    - Coaching skills - Getting the best out of people, developing them
    - Feedback - The food of champions
    - The Coaching process - Performance management - Using the skills
    - Creating a coaching environment - Supporting the team
    - Coaching - For the needs of the organisation and the individual
  - **Mentoring**
    - The role of the Mentor
    - Benefits of mentoring
    - Skill profile of the Mentor
    - Attitudes and principles
    - Planning and preparation
    - Ensuring that the mentoring session is effective
- ◆ **Bringing it all Together**
  - Summary
  - How consistent is your approach
- ◆ **Action Planning**
- ◆ **Course Summary and Evaluation**

**For any further information please contact us at:**

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