

Managing Performance

Driving Results through People

Managing performance effectively requires managers to understand the tasks, capabilities and potential of team members. They must also have the skills to measure, review and adjust performance in ways that work for both the employee and the organization.

This course delivers applied training in the concepts and skills of managing performance. Explore techniques for planning, coaching and reviewing performance on an ongoing basis. Diagnose performance opportunities and problems, reinforce exemplary behaviour and motivate people to give their best. Create a work environment where people can grow and succeed, while achieving mission-critical results.

Takeaways

- Set objectives to achieve both role-specific and professional development results
- Find an effective middle ground between micro-managing and being laissez-faire
- Communicate with employees regularly and constructively
- Coach individuals and teams to adapt behaviours that drive outstanding results
- Support a perception of fairness and consistency
- Properly assess and document employee performance
- Increase accountability and objectivity by getting employees to assess their own performance
- Minimize biases, errors and assumptions during performance evaluation
- Identify the root causes of poor performance
- Manage the performance of high, solid and marginal employees
- Motivate people to go the extra mile for the team and organization

Audience

Department managers, line supervisors, team leaders or others in positions that require them to manage and document employee performance. HR professionals who want an overview of the implementation end of performance management will also benefit from attending.

Course Content

Performance Management as a Business Strategy Enabler

- The impact of managing vs. not managing performance
- The role of department managers in managing performance and motivating staff
- Linking individual role objectives to organizational strategy, goals and values

The Three Phases of Managing Performance

- Key characteristics of an ideal performance management system
- Using the three phases of performance management to drive business results
- Which phase is the strongest and weakest in your organization?

Phase One: Performance Planning

- Identifying what people want, need and expect from managers
- Setting specific, role-related development objectives, results and rewards
- Communicating a “line of sight” so that people understand how their individual objectives connect to departmental and organizational objectives

Phase 2: Ongoing Coaching

- Formal vs. informal coaching: when to use each
- Delivering specific, concise, balanced and constructive feedback
- Observational and results-based coaching: methods to build performance excellence
- Committing to ongoing feedback and reducing surprises

Phase 3: Reviewing Performance

- The purpose of performance review documentation
- Performance evaluation tips and techniques
- Balancing manager evaluation with self-evaluation and evaluation coming from other people
- Using “notes and quotes” to write performance appraisal comments and avoid biases

Dealing with Challenging Performance Issues

- Establishing accountability and turning around unacceptable performance
- The escalation process for dealing with performance issues
- Terminations for unsatisfactory performance: delivering the message, managing the fall-out
- Avoiding problems down the road through proper documentation

Special Features

This hands-on course includes group discussions, case studies, individual activity-based development and small group exercises to deepen your insights and sharpen your performance management skills.

Course Leader

Amy Stanley is an Adjunct Professor at the Sauder School of Business. She has worked in various HR roles, including 8 years as an HR Manager in UBC's Department of Medicine. She has also been awarded Associate Certified Coach status from the International Coach Foundation. She currently manages her own leadership development business specializing in helping leaders handle conflict and challenging professional relationships.

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