

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 program 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.

Online Program Format

Each day of the two-day program includes two facilitator-led online sessions in real time, one in the morning and one in the afternoon. Each session lasts about 2.5 to 3 hours including breaks. Sessions are highly interactive, with opportunities for you to network with peers, brainstorm ideas, engage in skill-building activities, and receive constructive feedback.

In addition, you will have access to self-directed resources (readings, videos, self-assessments etc.) that you can review at any time.

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
- Minimize biases, errors and assumptions during performance evaluation
- Manage the performance of high, solid and marginal employees
- Feel confident managing individuals and teams, in person and remotely
- Motivate people to go the extra mile for the team and organization

Program Content

Pre-Program Video and Self-Assessment

- Assessing your current performance management challenges
- What kind of manager do you want to be?
- Managing performance in your organization: processes and culture

Day One

Morning Session

Applying the Big Five Motivators

- Responsibility
- Learning and growth
- Career development
- Personal achievement
- Meaning and purpose

The Roles of a Manager

- What people want, need and expect from managers

Introduction to the Three Phases of Managing Performance

Afternoon Session

Phase One: Performance Planning

- Goal setting
- Measuring success: results and behaviours
- Biases, errors and assumptions
- Building individual and team accountability
- Rewards and their impact on motivation

Managing Remotely

- How the current climate affects metrics and development plans
- Overcoming challenges of managing remotely

Self-Directed Session: tools for measuring performance

Day Two

Morning Session

Phase Two: Ongoing Coaching

- Managing vs. mentoring vs. coaching
- Live coaching demonstration
- Active listening
- Golden rules for delivering feedback

Coaching Skills

- The GROW model of coaching
- Applied practice in listening, questioning and coaching

Afternoon Session

Phase Three: Reviewing Performance

- Documentation
- Using multiple sources of performance data for a fairer review
- Recording feedback, 360 reviews, and expectations in writing
- Structuring a performance review discussion

Dealing with Challenging Performance

- Navigating the escalation process
- Preparing for conducting a termination meeting
- Managing fall-out and team communication

Managing a Performance Feedback Conversation

- Applied practice: manager/employee role-play

Special Features

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

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.

Program 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. She has a global client list from a range of industries including business, finance, government and education.

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