Managing Performance – Constructive Criticism & Discipline Skills for Managers

Course Summary

Description

This course is designed to improve the effectiveness of new or seasoned managers as they use criticism and discipline to handle issues in their organization. The course utilizes lecture and role-playing to accomplish its goals.

Objectives

By the end of this course, students will be able to:

- Understand the components of an effective performance management process.
- Learn effective constructive feedback/criticism techniques and apply these to at least one employee situation
- Be able to describe the progressive discipline process
- Learn how to develop and apply a corrective action (performance improvement) plan

Topics

- Components of Effective Performance Management
- Small Group Exercise
- Giving Feedback and Constructive Criticism
- Disciplinary Process
- Corrective Action Plans
- Feedback Applications-Case Scenarios
- Wrap-Up

Audience

This course is designed for supervisors and managers of all levels.

Prerequisites

There are no prerequisites for this course.

Duration

One day

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Course Outline

I. Introduction
- A. Objectives & Expectations
- B. Agenda – road map of the session

II. Components of Effective Performance Management
- A. Overview of components:
- B. Setting clear performance expectations
- C. Delegating tasks, responsibility, authority, accountability
- D. Observe/monitor performance
- E. Documentation
- F. Coaching
- G. Give feedback and Constructive Criticism
- H. Disciplinary Process
- I. Developing Corrective Action Plans including: review date(s), monitoring, follow up

III. Small Group Exercise
- A. Assign each group one topic list key issues/approaches on #1-8
- B. What key issues/problems/challenges do you and other supervisors face?
- C. What approaches have worked for you and others?
- D. Report out to large group –key issues/problems/challenges and recommendations for effective approaches)

IV. Giving Feedback and Constructive Criticism
- A. Clarify any issues/problems/challenges from small group exercise
- B. Characteristics of effective feedback
- C. Using documentation effectively
- D. Clarifying expectations and expected improvements in performance
- E. Making criticism constructive

V. Disciplinary Process
- A. Steps in the process
- B. Timing is critical
- C. Legal issues
- D. Preparation and scripting

VI. Corrective Action Plans
- A. Template and key components
- B. Writing the plan
- C. Getting employee commitment
- D. Follow up and follow through

VII. Feedback Applications - Case scenarios (if appropriate)
- A. Individuals develop own scenario using worksheet as guide
- B. Pair up and discuss
- C. 2 Pairs – Describe – Assign Roles – Do Role play
- D. Observer Feedback
- E. Report learnings to large group

VIII. Wrap-up
- A. Action planning
- B. Evaluations

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