

Managing Individual Performance

Course Summary

Description

How do you manage a poor performer? What do you do if your feedback is ignored? How do you manage an individual who seems to lack a work ethic? How do you define the shortfall in an individual's performance? How do you ensure that any positive change in work performance is permanent and lasting?

This course gives you practical help and guides through a collaborative process that will produce many lasting benefits. Interactive and fun, you'll learn a motivational style that you can practice in a risk-free setting.

Objectives

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

- Define performance standards for a given job position
- Define an individual's shortfall in performance
- Conduct a feedback meeting using a collaborative communication model
- Gain valuable feedback on your performance
- Use language that motivates
- Recognize the importance of follow-up actions or next steps
- Identify the benefits of giving regular and continuous feedback to all team members

Topics

- How to plan the feedback meeting
- How to use the feedback model
- How to link to the formal appraisal process

Audience

This course is designed anyone with responsibility for managing or supervising others.

Prerequisites

Students would find it helpful to attend Managing for Superior Results I: The Fundamentals of Supervision before taking this course.

Duration

One day

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Course Outline

I. How to plan the feedback meeting

- A. Defining the performance standards
- B. Defining the shortfall in performance
- C. Deciding on the focus of the feedback meeting
- D. Using the feedback model to plan the meeting
- E. Deciding on the timing for the meeting

II. How to use the feedback model

- A. Understanding the importance of the 5 steps
- B. Using cooperative and collaborative language
- C. Engaging the team member in a problem-solving process
- D. Getting "buy-in"
- E. Agreeing follow up actions or next steps
- F. Keeping a record

III. How to link to the formal appraisal process

- A. Summarizing feedback over the review period
- B. Focusing on learning points
- C. Looking to future challenges
- D. Identifying training and development needs