



OVERVIEW

This hands-on one-day program is designed to help managers better lead performance and development conversations. The program can be easily customized to a specific performance management process.

By the end of this workshop participants will be able to:

- Define the manager's role in managing performance
- Recognize the risk in subjective performance evaluations
- Effectively articulate a performance ranking and the rationale
- Identify the key traps and biases inherent in a performance review conversation
- Analyze how to treat effort, inexperience and other challenges
- Identify strategies for difficult performance conversations
- List best practices for preparing for a performance conversation
- Define the importance of employees "owning" their development
- List the key principles of adult learning
- Articulate the value and importance of the adult learning cycle
- Assess the risks that impact performance development plans
- Apply a tool to determine the appropriate developmental strategy
- Differentiate between coaching and teaching

PROGRAM FLOW: KEY CONTENT AREAS

Welcome

- Introduction, learning objectives
- Link to employee engagement and the Gallup Q12

Performance Conversations

- Begin with the end in mind
- Before going in

Performance Development Model

- Rating, rationale, ranking and resolution

Rating

- Leslie Stone case study
- Unfolding Evaluation activity
- Reasons vs. Results
- Common biases to avoid

Rationale

- Intellectual vs. Emotional
- Shifting the blame
- Impact

Reaction

- One brain — three layers
- Deep listening

Resolution

- Transitioning to developmental

Ownership

- Owners vs. Renters
- Creating ownership

Adult Learning

- Learning cycle
- Five ways to add challenge

Managing Risk

- Inertia, loss aversion and planning fallacy

Factor Analysis

- Environmental, vocational, positional, aspirational and personality

Conversation Tool Coaching vs. Teaching

- Activity: Ace Aviation

Workshop Close