



## 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 its rationale
- Identify the key traps and biases inherent in performance evaluations
- Assess various goals of 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
- Practice using a developmental focus conversation tool
- Differentiate between coaching and teaching
- Describe how the generations differ within these conversations

## 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

- Ace Aviation

### Workshop Close