

Formal Performance and Development Conversations

This hands-on half-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.

Learning Outcomes

- Define the manager’s role in managing performance
- 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

Program Flow

Welcome

Introduction
Learning objectives
What employees value

Performance Conversations

Begin with the end in mind
Before going in

Performance Development Model

Rating, rationale, ranking and resolution

Rating

Leslie Stone case study
Activity: Unfolding Evaluation
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

Whip Around

Development ideas

Conversation Tool Review

Workshop Close

Workshop evaluation