

## Performance Management Workshop

*Performance management is not something that high-impact organizations “do,” but instead is a way that work gets done.*

(Bersin by Deloitte)

According to Bersin by Deloitte, performance management is the foundational element of any organization’s talent management efforts as it represents all of the processes that managers use to effectively lead, manage, develop, reward, and assess employees. This translates into better business results. For example, organizations that have employees revise or review their goals quarterly or more frequently are 45% more likely to have above-average financial performance and 64% more likely to be effective at holding costs at or below level of competitors (Bersin by Deloitte).

The 2014 global study of human capital trends by Deloitte however found that only 6% of organisations believe that their current process for managing performance is worth the time, while 58% called their process “weak”. These findings are supported by other studies. The Institute for Corporate Productivity (i4cp) found that only 8 percent of survey respondents said that their process contributes in a significant way to individual performance, and nearly half were not sure whether their performance management process makes any contribution at all.

It is clear that many organisations today are questioning the value of the traditional, formal performance management system. “Over the decades, the conventional annual, or quarterly, review has become too often an unwelcome event that merely consumes time while generating minimal benefit. Because the purpose of the customary employee review remains the same as it was generations ago - measure and fix - its efficacy has dwindled” (Amy Jackson, The Strengths Group).

Despite its fundamental role, performance management as a process seems to be at cross roads. There are many complaints about the process, yet organisations realise that they have to get it right to ensure

business success. Against this background, it is clear that performance management is the ongoing responsibility of everyone in the organization with the Human Resources function having the role to provide the resources and support that make it easier to manage performance.

This workshop will provide an overview of the principles, steps, roles and processes that could be followed to ensure that performance management can become a way of life in organisations and fulfil its purpose of supporting and improving performance – not just assessing it.

## Workshop Outline

The workshop consists of the following modules:



### Module 1

The aim of this module is to provide a comprehensive overview of the background to performance management to help put the concept in context within organisations. The following aspects will be covered:

- The definition of performance and performance management
- The objectives of performance management
- The business case for performance management
- Barriers to performance management
- The latest trends in performance management, e.g. strengths-based performance management, the dialogue/expectations approach, etc.
- Performance Management strategy and framework
- Performance management as part of an integrated Talent Management Framework:
  - Business strategy
  - Learning and development
  - Career management
  - Talent development and succession plans

- Growing talent
- Organisation culture
- The performance management cycle

## Module 2

The aim of this module is to provide theoretical and practical knowledge on the different ongoing- and event-driven performance management activities. The following aspects will be covered:

- Performance Planning
  - Translating organisational strategy
  - Goal setting and revising
  - Designing Performance standards
  - The use of rating scales
- Managing Performance
  - Monitoring the way in which employees work towards their objectives
  - Giving feedback
  - Coaching
  - Managing poor performance
  - Designing a performance improvement plan
  - Managing team performance
  - Continuous improvement
- Development Planning
  - The use of competencies
  - Prioritising development
  - Selecting the best development strategies
- Reward and recognition
  - Financial rewards
  - Non-financial rewards
  - Recognition
- The performance appraisal process
  - Planning and preparation
  - The discussion itself
  - Evaluating performance
  - Follow-up

## Module 3

The aim of this module is to review all the enablers that will assist in making performance management effective in the organisation. The following aspects will be discussed:

- Policy and procedures
- The different role players in the process: Executives, line managers, employees, HR, etc.
- The use of technology in performance management
- Performance management communication
- Simplicity
- Performance management capability
- Consistency and calibration
- Supporting structures

### Who should attend?

Anyone involved in the performance management or appraisal process. This could include Managers, Directors, Team Leaders, HR Professionals, Training Officers or general HR staff.

### Contact Details

If you would like more information on this workshop, please contact Lydia Cillié- Schmidt at 0829906327 ([info@thetalenthub.co.za](mailto:info@thetalenthub.co.za)) or Elize van Wyk at 0829906328 ([admin@thetalenthub.co.za](mailto:admin@thetalenthub.co.za))