



## Performance Management – Setting Objectives and Conducting Appraisals Training

### Description

#### Introduction

Line managers and supervisors who are held accountable for the performance of the organization and its employees and Human Resources professionals who are responsible for the design and implementation of performance management systems.

#### Objectives

- Explain performance management – definitions, aims and developments.
- Develop tangible and intangible measures of performance.
- Establish business based objectives – including SMART targets and measures.
- Explain the performance management cycle and how to manage it.
- Complete the performance management cycle including end of year reviews, using competencies and various rewards programs.

#### Content

##### Day One

##### Performance Management – Introduction and Definitions

- Objectives of Performance Management
- Key Terms and Uses
- Corporate Values – Their Importance
- The Nokia Story
- The Annual Performance Cycle – Overview
- Performance Management – The Mistakes

##### Day Two

## Establishing Effective Objectives

- Cascading – Vision, Mission and Strategies
- Performance Criteria – 3 Types
- The Impact of Critical Success Factors on Performance
- Key Result Areas
- Key Performance Indicators (KPIs) and Units of Measure
- Financial and Non-Financial KPIs
- SMART Criteria – Establishing Individual Goals and Measures
- Measuring the Semi-Tangible Factors/Competencies

## Day Three

### Managing Performance

- Statistics on People and Performance
- Continuous Reviews and Assessments
- Performance Gaps
- Common Causes of Poor Performance
- Measuring Performance – Scoring Systems
- Tips for Improving Performance
- Importance of Communication in Performance Management

## Day Four

### The Importance of Coaching

- Coaching Responsibilities
- Benefits of Good Coaching
- Characteristics of a Good Coach
- Elements of a Good Coaching Session
- Five Steps of Coaching for Optimal Performance

## Day Five

### Conducting Effective Performance Appraisals

- Planning Performance Appraisals
- Preparing for the Appraisal
- Avoiding the "But" Trap
- Objective not Subjective
- Conducting Effective Appraisal Meetings
- Common Appraisal Errors
- Roles of Employees and Managers