

MentorTraining

Corporate Computer and Soft Skills Training
Serving the Bay Area since 1987

Managing Performance

Performance Series

Course Description:

Learn how to manage the entire spectrum of performance management activities—new-hire orientation, the introductory period, delegation, coaching for improvement, counseling to change unacceptable performance, and the disciplinary steps necessary for discharge. Good performance isn't an accident; very few employees are able to perform at high levels without guidance from their managers, and many "performance problems" are actually the result of poor management. Managing employee performance is the key to retaining good people and motivating them to reach performance expectations. In this course, managers will learn the skills to analyze performance issues and intervene efficiently and skillfully.

Course Length:

3 hours of instruction, typically 9-12 or 1-4 PM.

Course Audience and Size:

Anyone in management, or those who have supervisory responsibilities (or soon will)... Diversity of enrollees is encouraged. A minimum of 10 participants is suggested and a maximum of 25.

Course Objectives:

1. Participants will come to understand the elements of Performance Management.
2. Participants will be able to analyze performance problems in a systematic way.
3. Participants will learn steps to intervene in common performance management problems.

Course Outline:

Overview of Performance Management

What Every Manager Must do to Manage Performance

Definitions: Mentoring, Coaching, Counseling, Discipline

Building the Foundation

Setting out Responsibilities and Job Expectations

Creating Job Standards

Defining Measurements

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Analyzing Performance Problems

Systemic Problems
Lack of Clarity
Training Issues
Resource Problems
“Personal” Problems

Elements of Performance Management

Simple Coaching Model
ABC’s of Counseling
Disciplinary Steps

Delegation

Controlling the Risk Without Micro-managing
“Dump and Run” Delegation vs. Work Planning Dialogues

Performance Management Interventions

Dealing with “Attitudes” and Behaviors
Using “Triangulation” to Attack Problems
Handling Employee Complaints
Difficult Employee Performance Problems

Course Methodology:

Each module of the course begins with a brief lecture introducing one or more new concepts. Each lecture is followed by break-out exercises, typically in groups of two to four, in which the new concepts are applied. Each exercise is followed by facilitated full group discussions around the experience of applying these new concepts and how they might be applied in the workplace. Questions and discussions relating to participants’ personal business experience are encouraged

Course Instructor:

The instructor for this course has been a soft skills instructor and coach to Bay Area companies for 30 years, and is also the author of this courseware. He is a master trainer, having delivered over 2000 training sessions and trained dozens of instructors in his career. He has authored a full series of managerial soft skills courses, and he specializes in communication and relationship topics