



msq

MANAGEMENT
SYLLABUS

Practical Performance Management

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THE PROGRAMME

Performance Management books and development programmes tend to focus on what is most commonly called the Appraisal Process or the Performance Review. Whatever the title, it refers to the (usually) annual meeting between an employee and the line manager, to review performance and agree objectives and development interventions for the future.

This programme is not about that process.

It is about how to effectively manage individual performance and behaviour in the workplace on a day to day basis.

If every employee in every workplace did exactly what their management team required of them there would be no need for such a Programme. But the chances of that happening are marginally less than the chances of you being eaten by a tiger or winning the lottery.

If every supervisor and manager was able to address the situations where someone is not performing or behaving acceptably, in a manner that is:

- ***Confident***
- ***Accurate***
- ***Professional***
- ***Best practice***
- ***Fair***
- ***Consultative***
- ***Accountable***
- ***Effective***

There would be no need for this Programme.

PRACTICAL PERFORMANCE MANAGEMENT DELIVERS:

- An understanding of what is required of a manager or supervisor in order to give their staff the best possible opportunity of performing and behaving, as you require.
- A set of structured discussion processes to follow when this does not happen.
- The ability to use the discussion processes to address performance and behavioural problems professionally and effectively.
- A framework for a uniform and consistent approach to leadership. Programme Objectives

THE OBJECTIVES

To give Managers and Supervisors, the ability to establish crystal clear performance and behaviour expectations as the basis for monitoring performance.

To give Managers and Supervisors, through the provision of a step by step framework for each of 5 discussions, the confidence to address, and follow through on, performance issues and behaviour in the workplace.

To give Managers and Supervisors the ability to carry out each discussion competently. The session format is at least 60% Skill Practice based. Where applicable, delegates work on 'real life' situations that they are facing or have come across.

ADDITIONAL LEARNING INCLUDES:

- Improved understanding of the application of Employment Law and company policies through practical work on real situations.
- Improved note taking and feedback skills. Emphasis is given to the quality of these skills when delegates are observing their colleagues.
- Reinforces appreciation of the importance of tackling Performance and Behaviour issues at the earliest opportunity, of the need to secure employee commitment to changing their behaviour, the need to follow through once started, and the importance of note taking throughout.

PROGRAMME CONTENT

**MODULE 1: THE PERFORMANCE MANAGEMENT FRAMEWORK,
LEADERSHIP BEHAVIOUR AND THE PROBLEM SOLVING PROCESS**

MODULE 2: ADDRESSING NON PERFORMANCE

MODULE 3: ADDRESSING WORKPLACE BEHAVIOUR

MODULE 4: TAKING FOLLOW UP ACTION /PROVIDING PRAISE /RECOGNITION

MODULE 5: ADMINISTERING DISCIPLINE / DISMISSAL

PROGRAMME METHODOLOGY

In the Introductory session, delegates discuss 7 Principles of Behaviour and relate them to Leadership Behaviour and Accountability. They work on the importance of accurate, clearly understood, individual accountabilities and company and departmental policies as the basis for managing performance and behaviour. Delegates practice 5 core Interpersonal Skills.

In each subsequent session, delegates learn a step by step discussion process for each discussion in the Problem Solving Sequence. They practice each discussion using a combination of their own real situations and those provided by the trainer to illustrate key principles about how to apply the process and what action to take.

MATERIAL PROVIDED

Programme notes in electronic (PDF) format

A5 crib cards for each discussion

PROGRAMME DURATION

5-x ½ day or 3 x 1 day, sessions, 4 – 6 delegates per group

RECOMMENDED DELEGATES

Any Manager or Supervisor who is accountable for the performance and behavior of other people.

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