

Performance Management & Development Toolkit

– Activity Summary –

COMMUNICATION

1. **What is Performance Management and Development?**

This session ensures that all participants have a clear understanding of what PMD is, and its benefits both to the organization and to its employees. Participants are involved in drawing up an action plan for effectively implementing PMD in their organization.

2. **The Corporate Vision**

In this session, participants contribute to compiling the organization's Vision (mission statement and strategic objectives) so that it focuses and inspires its employees. The activity seeks to avoid ending up with a Vision that simply says "we want to be the best!".

3. **Communicating the Vision**

This session involves participants in skills practice. They develop the skills and techniques needed to explain clearly the organization's Vision, and gain commitment from their people.

PLANNING

4. **Customer-Focused Job Descriptions and Performance Objectives**

This session involves participants in writing customer-focused job descriptions that clearly link to the organization's Vision, prioritize key accountabilities, encourage communication and flexibility, and develop agreed upon performance objectives.

5. **Strategic Employee Development Plans**

In this session, participants discover the links between key strategic objectives and strategic employee development plans. They also formulate employee development plans that will be the basis for later evaluation (Session 14).

6. Individual Development Plans (Training Needs Analysis)

Following up from Strategic Employee Development Plans, participants learn how to compile and implement individual development plans. They also understand how the individual plans are collated into the organization's Training Needs Analysis, and how the two employee development plans, (this session and Session 5), form the organization's overall Training and Development Plan for employees.

LEADERSHIP

7. Performance Review: Motivation

In this session, participants practice the skills of conducting a performance review discussion, which strives to achieve employee motivation through focusing and encouraging participation. Participants learn what leadership behaviours are needed to focus and encourage employee participation.

8. Performance Review: Giving Helpful Feedback on Below Standard Performance

In this session, participants practice the skills of conducting a performance review discussion, which strives to achieve employee motivation through focusing, encouraging participation and giving helpful feedback on below standard performance. Participants learn what leadership behaviours are needed to remotivate employees whose performance has dropped.

9. Performance Review: Interim Performance Review Discussions

In this session, participants learn the importance of, and practice the skills of conducting interim Performance Review discussions. They practice in particular the leadership behaviours of refocusing and counselling.

10. Performance Review: Using the Experience and Confidence of Longer-Serving Employees

One of the problems often encountered by managers is that of maintaining motivation in their longer-serving employees. In this activity, participants build up a list of ideas of how they can help to keep motivation (and therefore performance) high in longer-serving employees by using the experience and confidence of those employees. They then practice the skills of discussing these ideas through role-play.

11. Performance Review: Overall Skills Practice

Following up from the four generic skills practice sessions, participants now have the opportunity in this activity to apply the learning to their own real-life situations. Participants write their own case studies, based on situations similar to the previous generic ones, but in circumstances that they will shortly be experiencing. They then role-play their case studies and learn from observer feedback.

REVIEW

12. Evaluating the Immediate Effect of Training and Development Activities

In this session, participants learn the importance of evaluating the immediate effect of employee development based upon the employees' development needs and objectives. They also discover a simple method of evaluation, and apply the learning immediately as they review the effect of this activity.

13. Evaluating the Longer-Term Effect of Training and Development Activities

This session follows on from Session 12, and shows participants the importance of longer-term evaluation of employee development. That is, evaluation after the employee has followed up the training and development with an agreed upon action plan based on the original development objectives, and achieved the performance level required. Participants learn a simple method of evaluation, and are required to evaluate the effectiveness of this activity three months later, when they have been putting the learning into practice.

14. Evaluating the Effect of Employee Development in Terms of its Contribution Towards Achieving Key Strategic Objectives

In this session, PMD comes full circle. Participants learn that, providing the groundwork has been laid during the communication, planning and leadership sections of PMD, evaluation of investment in employee development against the achievement of the organization's business plans and objectives is not very difficult. Participants learn a simple method of monitoring and feeding back employee development progress, and the importance of providing the feedback regularly.

REVIEW

15. Celebrating the Outcomes of Performance Management and Development

In this session, participants can begin to feel justifiably proud of what they have achieved during the 15 PMD activities. They learn the importance of feedback by participating in an amusing exercise. This helps them appreciate the importance of regular high-profile PMD communication to employees, and leadership behaviours that clearly demonstrate their ongoing commitment to PMD.

Finally, participants celebrate the successful implementation of the PMD process into their organization in the traditional time-honoured fashion!