

Leading and Managing Performance Reviews

A Lever of Business Performance

Target audience

- Middle managers

Pre-requisites

- There are no pre-requisites for this course

Objectives

- Identify the goals of the performance review and its role in the performance management process
- Conduct the annual performance review interview: master the basics and cope with difficult situations
- Align individual objectives with company objectives and values
- Build team motivation and commitment

On-the-job benefits

- A more productive team, with members who are more motivated and self-reliant
- Help your team members develop their skills and make progress
- Acquire operational tools that will make you more responsive and flexible, and help you fine-tune your organisation

Benefits for the company

- A more effective performance management and appraisal system:
- Individual objectives more closely aligned on company objectives
- More motivated staff
- Performance review reports:
- Provide full, objective data for analysis
- Can be used to build individual and team development plans

Special features of this course

The annual performance review's three performance accelerators



Meeting the goals of the performance review

- > Up-to-the-minute research* has redefined the managerial goals of annual performance reviews as follows:
- > Steer team member activity and align individual contributions with the company's strategic objectives
- > Increase staff commitment and motivation by giving sense and meaning to their skills development
- > Evaluate employees in a way that is fair and socially responsible

* The programme is based on material published in the United States by John Shields, Towers Perrin and the Harvard Business Review, and in France by Claude Levy-Leboyer, Gérard Reyre, Jean-Pascal Lapra and Yves Clot.

Four exercises to get you up and running

Focus on performance

Individual reflection, plus guidance from the consultant:

- > Defining your business' 'performance framework' so that you can align your team members' individual objectives with your company's strategy

'FreeFly West': case study of a fast-growing airline

Case study, pairwork exercises and role-plays:

- > Defining individual objectives, based on a simplified strategic plan
- > Objectively evaluating measurable and non-measurable achievements
- > Conducting an annual performance review interview

How a responsible manager conducts a performance review interview

The limits of management by objectives:

- > Managing the risks of performance review interviews
- > Retaining staff and maintaining their commitment
- > How CSR ties in with your responsibility as manager

Navigating your way through evaluation

Training game on the keys to performance reviews:

- > Showing consideration for your team member in the way you conduct the interview
- > Handling difficult situations

Programme



Two 30' e-learning modules + Two-day classroom course + Three 30' e-learning modules



Preparing the annual performance review

- Preparing the annual performance review.
- Starting the interview in a way that encourages dialogue.
- Conducting the review phase.
- Setting objectives and concluding.



Dealing with annual reviews' difficult situations

- Establishing a good atmosphere for communication.
- Handling difficult situations resulting from organisation.
- Handling interaction problems between the manager and staff member.
- Handling a difficult individual.

1. Linking performance reviews and performance management

- Understanding the notion of performance
- How the performance review interview contributes to performance management
- How performance review relates to the other performance-management tools
- The goals of the performance review interview
- Corporate strategy and HR policy

2. Conducting the annual performance review interview: mastering the basics

- Creating the right conditions for a successful interview
- Implementing the major stages of the review
- Pinpointing your style and listening preference
- Developing your flexibility
- Training yourself to manage difficult situations

3. Aligning individual objectives with company objectives and values

- Bringing consistency to the way you manage your business, your personal objectives and your team's objectives
- Defining a framework for your team's objectives

4. Developing individual skills

- Assessing your team's skills capital
- Planning your team's needs and anticipating its resources
- Facilitate the individual development of skills
- Foster learning organisations
- Individual and collective action plans

5. Controlling the managerial risks associated with the assessment situation

- The limits of management by objectives
- How to identify risk situations and avoid them
- Regulatory sources and responsibility of management
- Retaining staff and maintaining commitment: new relationships with the company



Evaluating and strategically aligning objectives

- Aligning each person's objectives with the corporate strategy.
- Formulating SMART objectives.
- Creating the right conditions to set objectives and dealing with disagreement.
- The tools to measure whether objectives have been met.



Developing and maintaining skills

- What does being 'skilled' mean?
- Evaluating skills.
- Creating individual and collective development plans.



The role of ethics and integrity in assessment

- Detecting the managerial risks associated with appraisal and objective-based management.
- Using relevant analysis tools and measurement indicators.
- Relaying the social values of the company.

Key points

- > Assessments both before and after the course
- > E-learning modules accessible for 1 year
- > Personalised support throughout your course