



## Performance Management: Setting Objectives & KPI's

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# Performance Management: Setting Objectives & KPI's

## Course Summary:

A properly designed and effective performance management process will require a range of techniques including agreeing objectives, reviewing and monitoring performance, giving feedback, coaching, training and development and reward and of course, appraisal itself. The course will demonstrate how these techniques link to the role of HR and the role of the line-manager. This course is focused on both the theoretical and the practical. You will learn:

- How to design and introduce an effective performance management scheme
- The skills that managers, supervisors and team leaders need to be effective in performance management
- Making performance appraisal work in a multi-cultural environment
- Managing and improving poor performance
- Maintaining good performance - the psychology of positive reinforcement
- Advanced performance management

## Who Should Attend?

All Line Managers and Professionals, Team Leaders, Supervisors who are or will be responsible for the use and application of performance management and appraisal techniques, HR; ER or Personnel Staff, Training Officers

## Course Objectives:

By the end of this course, delegates will be able to:

- A properly designed and effective performance management process will require a range of techniques including agreeing objectives, reviewing and monitoring performance, giving feedback, coaching, training and development and reward and of course, appraisal itself.

The course will demonstrate how these techniques link to the role of HR and the role of the line-manager. This course is focused on both the theoretical and the practical. You will learn:

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## Course Outline:

### Introduction to Performance Management

- Introduction - the context for performance management
- The case for performance Management
- Strategic and integrated performance management
- The principles and building blocks of effective performance management : setting objectives, identifying the key performance indicators and managing employee performance
- The role of HR, managers, supervisors and team leaders within performance management
- Motivational theories and models and their role in performance management
- The psychological contract an exercise

### Performance Management: Setting Objectives

- What are objectives?
- Setting objectives
- The importance of agreeing objectives
- Quantitative and Qualitative objectives
- SMARTMaC objectives

- Setting objectives
- Achieving vertical, functional and horizontal integration

## Performance Management: Key Performance Indicators (KPI's)

- What are KPIs - different things to different organizations?
- The objective and the KPI - what's the difference?
- What are the KPIs for your organization
- KPI exercise
- The balanced scorecard (Kaplan and Norton)
- The purpose of employee appraisal
- Some practical problems with employee appraisal

## Performance Management: Managing Performance

- Monitoring employee performance: monthly, quarterly and annual reviews
- Addressing the performance gap: informal and formal approaches to addressing performance problems
- Managing a performance problem
- Improving attendance at work: resolving absence and sick absence problems
- Agreeing the performance appraisal rating
- Performance appraisal and the link to pay
- Forced Ranking and the Expected Distribution

## Giving and Receiving Feedback and Coaching

- Feedback models and providing constructive and developmental feedback
- Giving and receiving feedback exercise
- Coaching: the ask/tell continuum and the 8 steps to effective coaching
- Coaching case studies
- Continuing Professional Development: personal development planning (PDP)

