



Performance Management: Setting Objectives and KPIs

26 - 30 Nov 2017, Dubai

16 - 20 Jul 2018, Istanbul

02 - 06 Dec 2018, Dubai

Performance Management: Setting Objectives and KPIs

Introduction

Many organisations put serious effort into deciding on the type of organisation they would like to be. This is then written down in various forms such as Mission, Vision, Values or Core Competencies.

In some organisations, employees adopt the good intentions expressed in such documents and the organisation prospers as a result. In others, there is a disconnect between what the senior team want and what is delivered by the management and supervisory team. The consequence is that the organisation says one thing and does another, which is a recipe for disillusion and failure.

An integrated and motivating process is needed so that the managerial and supervisory teams become committed to the targets in the business plan and the desired behaviour as expressed in Culture or Values. Everyone needs to know what is expected of them both in terms of results and behaviour.

This training seminar will show you how to integrate Key Success Factors and Key Performance Indicators into a performance management system applied by a highly skilled managerial and supervisory team. In this way, they provide the right example. It's not just a question of what is achieved but also how it is achieved.

This training seminar is focused on both the theoretical and the practical. There will be a practical skills workshop conducted each day where what has been learned will be put into practice.

- 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
- Finding the delicate balance between Accountability and Empowerment

Objectives

By the end of this training seminar participants will be able to:

- Make the links between Performance Management and Corporate Strategy
- Make the links between Values and Behaviour “on the ground”
- Describe the Purposes of Performance Management, from an organisational point of view
- Describe the Purposes of Performance Management from an individual's point of view
- Demonstrate the skills involved in each of the Four Steps of Performance Management
- Describe Best Practice in Assisting with Employee Work-performance Problems

Training Methodology

The training methodology used is designed to encourage maximum participation by all delegates. The presenter will suggest ideas and theories to the delegates and then encourage them to test out the ideas by the use of discussion, small group work, exercises and feedback. Each day of the training seminar will end by delegates completing their own record of what has been learned on the day and considering how the ideas might be transferred back to the workplace.

Organisational Impact

- Managerial performance will be improved
- Add value to the department and the organisation as a whole
- The engagement of employees with the organisation will improved
- Staff committed to building a high performance organisation
- Behaviour will be aligned with an organisation's cultural values
- Participants are encouraged to take new ideas and strategies back to their workplace for discussion with their managers

Personal Impact

- Will enable participants to implement effective performance management
- Improved confidence and self assurance in dealing with performance issues
- A greater understanding of how to make a performance appraisal a positive and motivating influence
- Will enable participants to apply best practice in discipline and performance improvement planning
- A greater awareness of own beliefs and limitations related to employee performance
- Will enable participants to positively influence high performance

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

Seminar Outline

DAY 1

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

DAY 2

Performance Management: Setting Objectives

- What are Objectives?
- Setting Objectives
- The Importance of agreeing Objectives
- Quantitative and Qualitative Objectives
- SMARTMaC Objectives
- Setting Objectives – exercise
- Achieving vertical, functional and horizontal integration

DAY 3

Performance Management: Key Performance Indicators (KPIs)

- What are KPIs – different things to different organisations?
- The Objective and the KPI – what's the difference?
- What are the KPIs for your organisation?
- KPI exercise
- The Balanced Scorecard (Kaplan and Norton)
- The Purpose of Employee Appraisal
- Some practical problems with Employee Appraisal

DAY 4

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 – exercise
- 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

DAY 5

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
- Seminar: review and summary
- Continuing Professional Development: Personal Development Planning (PDP)
- Close of programme and final evaluation



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Code	Date	Venue	Fees
HR004	26 - 30 Nov 2017	Dubai	\$4,500
HR004	16 - 20 Jul 2018	Istanbul	\$5,500
HR004	02 - 06 Dec 2018	Dubai	\$4,750

REGISTRATION DETAILS

LAST NAME: _____
FIRST NAME: _____
DESIGNATION: _____
COMPANY: _____
ADDRESS: _____
CITY: _____
COUNTRY: _____
TELEPHONE: _____
MOBILE: _____
FAX: _____
EMAIL: _____

AUTHORISATION DETAILS

AUTHORISED BY: _____
DESIGNATION: _____
COMPANY: _____
ADDRESS: _____
CITY: _____
COUNTRY: _____
TELEPHONE: _____
MOBILE: _____
FAX: _____
EMAIL: _____

PAYMENT DETAILS

- Please invoice my company
 Cheque payable to GLOMACS
 Please invoice me

CERTIFICATION

Successful participants will receive GLOMACS' Certificate of Completion

4 WAYS TO REGISTER

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Website: www.glomacs.ae

TERMS AND CONDITIONS

- Fees - Each fee is inclusive of Documentation, Lunch and refreshments served during the entire seminar.
- Mode of Payment - The delegate has the option to pay the course fee directly or request to send an invoice to his/her company/ sponsor. Credit card and cheque payments are both acceptable.
- Cancellation / Substitution - Request for seminar cancellation must be made in writing & received three (3) weeks prior to the seminar date. A US\$ 250.00 processing fee will be charged per delegate for each cancellation. Thereafter, we regret that we are unable to refund any fees due, although in such cases we would be happy to welcome a colleague who would substitute for you.
- Hotel Accommodation - is not included in the course fee. A reduced corporate rate and a limited number of rooms may be available for attendees wishing to stay at the hotel venue. Requests for hotel reservations should be made at least three (3) weeks prior to the commencement of the seminar. All hotel accommodation is strictly subject to availability and terms and conditions imposed by the hotel will apply.
- Attendance Certificate - a certificate of attendance will only be awarded to those delegates who successfully completed/ attended the entire seminar including the awarding of applicable Continuing Professional Education Units/Hours.
- Force Majeure - any circumstances beyond the control of the Company may necessitate postponement, change of seminar venue or substitution of assigned Instructor. The Company reserves the right to exercise this clause and implement such amendments.
- Fair Access / Equal Opportunities - In the provision of its services as a world-class Training Provider, the Company is committed to provide fair access / equal opportunities throughout the delivery of its courses and assessment leading to the completion of training seminars, or 3rd party qualifications/certifications.

