

CONDUCTING EFFECTIVE PERFORMANCE REVIEWS

OVERVIEW:

To get extraordinary things done in organizations, today's leaders have to enable others to act. Effective leaders foster collaboration and trust. They make it possible for others to do good work. *Conducting Effective Performance Reviews* builds managers' confidence and competence to leverage their employees' every day performance by conducting a constructive performance review meeting. This interactive workshop eliminates the stress and uncertainty of the performance review process; and teaches managers how to facilitate a performance review so they can develop confident, motivated, committed and productive employees. This workshop is based on the book, *The Essential Performance Review Handbook*, by Sharon Armstrong, Career Press, 2010.

OBJECTIVES:

As a result of participating in *Conducting Effective Performance Reviews*, managers will:

- develop an understanding of how performance management can motivate and de-motivate employees & affect their productivity.
- explore the key components to preparing for an effective review.
- identify and practice key skills related to conducting an effective review.
- create a personal action plan for applying key learnings.

TIMING: Full Day (7 hours)

OUTLINE:

- 1. Opening**
 - The relationship between performance management and performance reviews
 - Visions of past reviews
 - Benefits of performance reviews
 - Assessing your performance review skills
- 2. Preparing for an Effective Review**
 - “Year round”, “just prior” and “the day of”
 - Tapping into what motivates your employees
 - Motivational benchmarks
 - Establishing SMART Goals
 - Expectation essentials
- 3. Conducting the Performance Review**
 - Conversation starters
 - Communication considerations
 - Effective listening
 - Listening barriers
 - Using probing questions
 - Delivering feedback
 - Handling challenges
- 4. Wrapping up the Discussion**
 - Closing with an “eye towards the future”
 - Asking for feedback
 - Highlighting the positive
 - Next steps
- 5. Closing**
 - Blueprint for positive reviews
 - Reflection
 - Action Planning