

Learn. Internalize. Apply

## PERFORMANCE MANAGEMENT:

### EMPLOYEE COACHING AND MENTORING

DATE: 18<sup>TH</sup> – 22<sup>ND</sup> JULY 2022

VENUE: MIDLAND HOTEL, NAKURU

COST: KSHS 87,500 EXCLUDING VAT PER PERSON

NITA REGISTERED: NITA/TRN/916 & IHRM ACCREDITED

#### INTRODUCTION

Performance management means measuring the progress of your organization or team against set goals and taking suitable steps for improvement. It involves evaluation, analysis of the progress made in a given time period against the targeted achievements. Measurement of achievements is necessary for your team to find out whether the organization is moving in the right direction or not. The purpose of performance management is multi fold. The purpose of designing and implementing a performance management system is to ensure performance happens by design and not by chance. It is a systematic process where the organization involves its employees in improving organizational effectiveness by focusing on achieving the organization's mission and strategic goals.

Read what **Joseph M. Juran** said about goal setting? He said "*Goal setting has traditionally been based on past performance. This practice has tended to perpetuate the sins of the past.*" On the other hand, **Harold S. Geneen** once said "*It is an immutable law in business that words are words, explanations are explanations, promises are promises but only performance is reality*", whereas **H. James Harrington** posited that "*Measurement is the first step that leads to control and eventually to improvement. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it.*"

**George Bernard Shaw** captured it well by saying "*The only man I know who behaves sensibly is my tailor; he takes my measurements anew each time he sees me. The rest go on with their old measurements and expect me to fit them.*" This practical training covers best practices, case studies, exercises and real-life examples, to help clarify vision and strategy, and then translate them into systems and procedures that improve performance and behavior. It sets out to give participants an understanding of what performance management is and how the performance review process will work, an understanding of the skill set required to be effective at performance management and dealing with difficult people and situations. This training gives a good understanding of, and skill development in, the areas required to enhance staff performance. The training commences by introducing participants to an understanding of a performance management strategy. This training will explain how to design and deploy performance measures that are meaningful, actionable and directly related to your organization.

At the center of performance improvement lies the 'plan-do-check (measure)-act' cycle. This course provides practical guidance on approaches to establishing and using performance measures and implementing performance management at all levels in the organization. It will help participants identify key performance measures, establish measurement systems and how to

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analyze data, reviewing team and individual performance. It provides participants with a practical approach to implementing an overall performance management approach.

As far as this training is concerned, participants are taught what to measure, how to measure directly and indirectly, how to set targets and thresholds, how to develop composite measures using lower level performance measures, how to measure outcomes, outputs, processes, and inputs, and how to use performance information software to produce visually appealing information that can better inform decision making throughout an organization.

This training will help you to: Grow your people and Grow your Business, Set your goals, Plan what needs to be achieved, Agree performance standards, Remember What gets Monitored get done, Inspect what you expect, Praise the procedures you want repeated, Catch your people doing something right, Develop a strong team, Increase job satisfaction, Reduce absenteeism, Increase staff retention, Lower recruitment cost, Accelerate your output and build a secure future for you and your business.

### OBJECTIVES OF THIS TRAINING

Participants attending this Training will be equipped with the theoretical and practical knowledge to be able to implement effective performance management. This will include knowledge of how to address common problems with performance management and how to make a performance appraisal a positive and motivating influence. Participants will gain an understanding of how vision, strategy, objectives, measures, targets, initiatives and key performance indicators can be brought together into one comprehensive performance. Management framework. Our proposed performance management training is specifically developed to ensure that at the end of the workshop your staff will be able to:

1. Explain Performance management – definitions, aim and developments
2. Understand the power of successful performance measurement
3. Describe the Performance review process and understand the performance management cycle and how to manage it
4. Identify methods for setting strategic measures and targets
5. Learn how to design, implement, manage and review strategic performance measures and targets that are aligned with your strategic objectives.
6. State the benefits of effective performance reviews.
7. Learn how to use tangible and intangible measures of performance
8. Explain how you would prepare to carry out a performance review
9. Learn how to set business-based objectives – including SMART-C targets and measures
10. Demonstrate an understanding of how the appraisal interview should be structured.
11. Ensure your coaching and appraisal session is two – way, motivational and action based.
12. Understand how to build performance management into the way you work
13. Explain the skill set required to be effective at performance management.
14. Understand how to deal with difficult “moments” or people issues
15. Develop an actionable communication of key performance indicators
16. Complete the performance management cycle including end of year reviews, using competencies and the various rewards programs

Performance management training is undoubtedly the key to sustainable pillar that your organization can rely upon in successful execution of its strategy.

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### BENEFITS TO YOUR ORGANISATION

Training is an investment in the future of your organization and employees in which the payback is immediate. Building skills and improving knowledge helps your company stay ahead of competition in the dynamic industry. There is this ancient Chinese proverb that says: *“Give a man a fish and you feed him for a day. Teach a man to catch fish and you feed him for a lifetime.”* Amit Kalantri once said “Children imitate their parents, employees their managers.” This training is one of the building blocks for developing a solid culture of performance management issues that will benefit your organization in the following ways:

- The talent pool will be upgraded. Selection and retention of high performing employees who are motivated to achieve business results.
- Effective application of consistent and effective Performance Management practices
- Builds a culture of high performance in the organization
- Increased productivity arising from improved staff performance.
- Avoidance of potential damage to reputation associated with related legal suits for managers.
- Leadership skills will be improved and engagement of employees with the organization will be improved
- Behavior will be aligned with an organization’s cultural values
- Goal setting will be improved
- Feedback on performance will be improved

The Corporate Leadership Council found out that more than half of the most important drivers of employee engagement and performance are related to effective performance management skills, including setting clear goals, providing regular feedback and supporting employee development. And other research backs this up! The Ken Blanchard Companies found that managers who are effective at employee performance management produce better business results, including:

- 50% less staff turnover
- 10 to 30% higher customer satisfaction ratings
- 40% higher employee commitment ratings
- 200% higher net profits

### TARGET GROUP

This course is tailor-made to suit anyone seeking training in best practices in performance management. The target group for this course includes:

- ✦ Heads of Departments
- ✦ Senior Managers,
- ✦ Managers,
- ✦ Supervisors,
- ✦ Team leaders
- ✦ Line Managers
- ✦ Human Resource Managers
- ✦ Legal Personnel
- ✦ Chief Officers
- ✦ Staff with Leadership potential
- ✦ Coordinators

### OUR TRAINING METHODOLOGY

At DGMB, we have spent a couple of years developing and refining our training approach in this area. Our methodology has several features that will ensure your staff experience a robust and

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relevant program; one that strengthens team dynamics and the organization deliver improved results. Some of the highlights of our unique approach are:

### ◆ **Reduced Emphasis on Formal Training**

We base our course designs on the 70:20:10 paradigms. Research indicates that about 70% of what adults learn is through on-the-job experience, 20% through social learning, and 10% through formal training. We present information in ways that engage participants and generate plenty of discussion and sharing of experiences. We also provide individual and group assignments that encourage participants to integrate new concepts into their daily work.

### ◆ **Practical and Relevant Content**

In assessing and designing customer service and communications skills course, we remembered Hermann Ebbinghaus' famous 'forgetting curve' that shows we forget 50% of learned material within one hour unless it is put into practice. Our needs analysis and instructional design practices produce engaging, real-world learning materials, customized so that participants relate fully with the content.

### ◆ **Employing the Wisdom of Renowned Management Thinkers**

We employ the wisdom of renowned academics and authors on business and management like Henry Mintzberg who believes that:

- ✓ Management should emphasize teamwork, rather than rely on heroic individualism
- ✓ Effective staff are reflective in the context of taking action
- ✓ Management development works best as social learning in small groups

### ◆ **Research-supported Methods**

Our training delivery is always informed by research on adult learning principles and by our experience as organizational development consultants, instructional designers and facilitators. Consequently, we include plenty of opportunities for learners to apply key concepts, using scenarios and simulations, personal action plans, accountability partners, and other techniques. These methods ensure participants retain what they have learned, apply what they have learned quickly, refine their approach, and internalize learning for long-term use.

### ◆ **Uncommon Focus**

Few training firms follow good design principles consistently because it takes time, sustained focus and clarity. Compared to other strategies and methodologies, DGMB Training Solutions will:

- ✓ Help you build strong internal communities
- ✓ Help staff learn more rapidly
- ✓ Build in lasting change through reflection
- ✓ Create working teams that are more cohesive, resilient, and productive

In this we have combined the following training approaches:

- (i) Presentations through lecturing, group exercises, demonstrations and group discussions including presentations to enable interactions between the facilitators and the participants and among participants.
- (ii) Discussions on topical issues arising from the various sessions and during the scheduled plenary discussions.
- (iii) Citation of real case scenarios to enhance understanding of the core concepts, issues and training strategies.
- (iv) Role play, games and hands-on exercises
- (v) Plenary sessions to identify way forward

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DGMB has deployed modern training aids aimed at making the training more exciting, inspiring and interesting. The teaching aids are numerous and serve different purposes. We used the following teaching aids to be very effective in capturing the imagination of the trainees:

- ✓ Overhead Transparencies (Colored power point slides), Demonstrations and emailed training materials to each participant.

### COURSE DURATION

The course duration is **Five (5)** days that will run as per our proposed Five-day training programme (Timetable) below. The length of the training is adequate to cover the entire course as shown in the timetable below. Over the duration of the training, participants will learn the strategic value of effective performance Management to their respective organizations.

### TRAINING PROGRAMME:

Find below the programme for this seminar:

<b>DAY ONE</b>	
8:00 am – 9:00 am	Arrival, Registration and Climate Setting
9:00 am – 10:30 am	Introduction to Performance Management
10:30 am – 11:00 am	<b>Mid-morning Break and Refreshments</b>
11:00 am – 1:00 pm	Developing a Performance Management System
1:00 pm – 2:00 pm	<b>Lunch Break</b>
2:00 pm – 4:00 pm	Best Practice in Performance Management
4:00 pm – 4:15 pm	<b>Coffee/Tea, Wrap Up &amp; End of Day One</b>
<b>DAY TWO</b>	
8:00 am – 8:30 am	Arrival, Registration and Climate Setting
8:30 am – 10:30 am	Performance Goals & Objectives
10:30 am – 11:00 am	<b>Mid-morning Break and Refreshments</b>
11:00 am – 1:00 pm	Understanding Key Performance Indicators
1:00 pm – 2:00 pm	<b>Lunch Break</b>
2:00 pm – 4:00 pm	Performance Targets & Forecasting
4:00 pm – 4:15 pm	<b>Coffee/Tea, Wrap Up &amp; End of Day Two</b>
<b>DAY THREE</b>	
8:00 am – 8:30 am	Arrival, Registration and Climate Setting
8:30 am – 10:30 am	Performance Skills Building –Needs Analysis
10:30 am – 11:00 am	<b>Mid-morning Break and Refreshments</b>
11:00 am – 1:00 pm	Performance Skills Building –Training Strategies
1:00 pm – 2:00 pm	<b>Lunch Break</b>
2:00 pm – 4:00 pm	Performance Skills Building –Mentoring, Coaching & Succession Planning
4:00 pm – 4:15 pm	<b>Coffee/Tea, Wrap Up &amp; End of Day Three</b>
<b>DAY FOUR</b>	
8:00 am – 8:30 am	Arrival, Registration and Climate Setting
8:30 am – 10:30 am	Performance Evaluation- Principles & Strategies
10:30 am – 11:00 am	<b>Mid-morning Break and Refreshments</b>
11:00 am – 1:00 pm	Performance Evaluation- Appraisals Tools & Plan



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1:00 pm – 2:00 pm	<b>Lunch Break</b>
2:00 pm – 4:00 pm	Performance Evaluation- Feedback Management
4:00 pm – 4:15 pm	<b>Coffee/Tea, Wrap Up &amp; Day Four</b>
<b>DAY FIVE</b>	
8:00 am – 8:30 am	Arrival, Registration and Climate Setting
8:30 am – 10:30 am	Performance Growth- Reward Schemes
10:30 am – 11:00 am	<b>Mid-morning Break and Refreshments</b>
11:00 am – 1:00 pm	Performance Growth- Performance Improvement Plan & Exit
1:00 pm – 2:00 pm	<b>Lunch Break</b>
2:00 pm – 4:00 pm	Role Of Emotional Intelligence in Performance Management
4:00 pm – 4:30 pm	<b>Coffee/Tea, Wrap Up, Graduation &amp; End of Seminar</b>

### YOUR INVESTMENT

We shall offer this training at a professional fee of **Kshs 87,500 per person excluding VAT**, for the entire duration of the course. This fee will cover our charges, costs of course preparations and training materials. This cost does not cater for transport and accommodation for participants.

### ADMINISTRATION DETAILS

Dates: 18<sup>th</sup> – 22<sup>nd</sup> July 2022

Time: 8:00 a.m. – 5:00 p.m.

Attire:

Smart Casual

Venue: Midland Hotel, Nakuru

For enquiries and registration call [David or Betty](#) on: (+254) 722 352680/ (+254) 787 352 680

Alternatively send an email to: [training@dgmbtraining.co.ke](mailto:training@dgmbtraining.co.ke) or [dgmbfinance@gmail.com](mailto:dgmbfinance@gmail.com)

### PRE-REQUISITES

No prior detailed knowledge of Performance Management is required.

### QUALITY ASSURANCE

DGMB Training Solutions Ltd strives to provide you with the most productive, effective and value for money training experience possible. If after completing the course you feel there is some way we can improve, please write your comments on the evaluation form provided upon your arrival.

### TERMS AND CONDITIONS

**Disclaimer:** All registrations are subject to session availability. All speakers, sessions and prices were confirmed and correct at the time of printing. DGMB Training Solutions Limited reserves the right to change speakers and program details as required in addition to making changes to the schedules, venue or cancel the event altogether. **Privacy notification:** DGMB Training Solutions Limited respects the privacy of individuals, their sponsors, Organizations and acknowledges that the information you provide on registration form is confidential and third parties would not have access to. DGMB Training Solutions Limited collects this information for purposes of processing your registration and providing you information (via email and/ or mail) on upcoming events, specific products and services provided by or associated with DGMB

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Training Solutions Limited. Kindly register by 5pm, two working days prior to the training to enable us to cater for your course materials and catering requirements. **Notice of withdrawal:** Unless written notice of withdrawal is received before the closing date of the program, the full fee is still due in the event of non-attendance. However, DGMB Training Solutions Limited accepts replacement(s) or substitution, made in writing, prior to the commencement date of the Seminar. However, no substitution of participant(s) is allowable after the commencement of the training.

### **CERTIFICATE OF PARTICIPATION**

Participants will be awarded certificates after attending this course.

### **TRANSPORT AND ACCOMMODATION**

Participants will cater for own transport and accommodation.

### **HOW TO PAY**

1. Issue a Cheque in the name of “DGMB Training Solutions Ltd” or
2. Remit the Training fees via RTGS or Electronic Funds Transfer (EFT) to our Bank, the details are: - Account Name: - DGMB Training Solutions Limited, Bank: Cooperative Bank of Kenya, Branch: City Hall Branch, Nairobi, Account Number: - 01148231039600 and Branch Code: - 11049.
3. Our PIN is P051349463PS