Performance Management

Course Overview

A course for supervisors who wish to acquire a further understanding of the supervisory management position, to better understand themselves and others through completing and interpreting the application of the Myers-Briggs Type Indicator, to develop their problem solving and decision making skills, and to explore performance management issues.

Learning Objectives

Participants who complete this course will:

- You will better understand yourself and your personality preferences and temperament.
- You will learn to use your strengths and work on your challenges to be a better communicator and team leader.
- You will become more adept at analyzing workplace problems and have a variety of techniques for solving these problems.
- You will have a process for managing employee performance, from a structured interview process to a structured performance review.

Pre-course preparation

Participants are asked to prepare for this training session by completing a pre-workshop questionnaire as an informal way of determining their own preferences.

Outline

Day 1

- Introductions, Personal Learning Objectives, Agenda
    - Understanding Ourselves and Others
        - History of the Myers Briggs Type Indicator
        - Your pre-workshop assignment
        - MBTI assessment
        - MBTI interpretation
- Your Temperament - A Shortcut to Understanding You
    - A description of each temperament
    - Video: The Three Basics
- The Supervisor as a Leader
    - Your communication style and the MBTI
    - Your leadership style and the MBTI

Day 2

- Reconnect
- The Supervisor and the Team
    - How the MBTI applies to teams
    - Your team, its strengths and challenges
    - Team predictions and your team dynamics
- The Recruitment and Selection Process
    - The importance of hiring good employees
    - Position descriptions
    - Interview questions
    - Probing responses
- Clarifying Workplace Roles & Expectations

- Setting Performance Standards
  - Who should set them
- Performance Feedback
  - Give positive feedback
  - Give critical feedback
  - Learn to accept feedback
- Problem Solving
  - The problem solving process
  - The six-step problem-solving process
  - Establishing criteria for sustainable solutions
  - Tools for exploring options
    - Cost benefit analysis
    - Pros and Cons
    - Brainstorming
- Decision Making Types and When to Use Them
  - Autocratic decisions
  - Consultative decisions
  - Group decisions
- Resolving Interpersonal Conflict
  - Your preferences and conflict
  - The nine ground rules that empower you

Day 3

- The Shared Management Model
  - The supervisor's role
  - The employee's role
- Managing Employee Performance
  - Defining expectations
  - Documenting performance
  - Planning your performance review
  - Conducting performance review
  - Following up on employee review
  - Maintaining performance
  - Dealing with problem employees
- Review
  - Commitment to an action plan
  - Evaluations

Follow-up

Participants are asked to follow the action plan to which they committed themselves and to complete an impact evaluation at the end of a 60 day period, to show how the strategies from the training session were helpful (or not).