

Leadership and Performance Management Including Employee Relations

A three day event to develop knowledge, skills and behaviours in strategic leadership that enable business leaders to drive performance

Description

The event sets out the role of strategic leadership in maximise corporate performance management within a wider Employee Relations structure. This course helps managers understand and apply effective Performance Management Systems (PMS) within their organisation. It considers the implications at team and individual level process. The practicalities of strategically aligned PMS and their introduction are identified along with the key steps to a successful system that raises the performance across the company. We consider the role of job evaluation and analysis within the PMS and the application within succession planning and talent management.

Benefits of the Course

By the end of the course you will be able to:

- Understand the context and application of strategy and be able to carry out an effective analysis of the strategic influences on your organisation
- Be able to introduce an effective Performance Management System within your organisation
- Be able to apply and effectively measure corporate performance
- Understand the different approaches to improving performance through techniques of Job Analysis
- Understand Teams and how to apply performance management at a team level.
- Understand and apply the skills needed to manage performance
- Apply and embed a consistent approach across your organisation

Who should attend?

This event is designed for those managers with a strategic leadership role at corporate, business unit or department level. It is suitable for newly promoted or aspiring strategic managers to gain an understanding in the concepts and practical application.

Your job title may be:

A 'C' level executive, or a direct report
CEO, Director, President, Vice President, HR director, HR Manager, Operations Manager, Planning Manager, Business Unit Manager, Departmental Managers and anyone involved in: strategic or business planning, corporate performance, and human resources

Day One: Understanding the strategic context

Session 1

Understand the strategic context of employee engagement

- The role of the strategic leader
- The business case for employee relations
- The impact of the changing workplace
- Understanding the role of Unions
- Working with Unions

Session 2

The challenge of employee engagement

- The warning signs of disengaged staff
- Taking the engagement temperature
- Understanding empowering and enabling drivers
- The principles of the employee voice

Session 3

Making the difference in the workplace

- Effective communication practices
- Understanding the players
- Converting the feedback into action
- The role of the line manager
- The practice of distributive leadership
- Big Bang or Slow Burn approaches to change

Session 4

The role of Strategic Performance Management

- Strategic Insight into the role and purpose of a PMS
- Applying progressive performance management principles
- Organisational approaches to PM
- Using the HPO Curve

Day Two: Building an effective Performance Management System

Session 1

Establishing an effective PMS

- Setting effective objectives
- The need for alignment and line of sight
- Understanding KPIs, and how they influence objectives
- How to identify meaningful objectives
- The SMART technique and other approaches to objective setting

Session 2

Develop the practical skills needed to manage performance

- The Performance Calendar
- Understanding the reasons for underperformance
- Conducting effective performance reviews and giving feedback
- Coaching techniques and feedback frameworks
- Methods of rating performance

Session 3

Job Evaluation and the role in performance management

- Understanding Job Analysis and Job Evaluation
- The business benefit
- The Starting Point: of tasks , roles and jobs
- Approaches to Job Evaluation
- Links to recruitment and Training

Session 4

Performance management of teams

- Team Characteristics
- Stages of team development and growth
- Barriers to team performance
- Team Dynamics and hidden influences
- Setting team objectives

Day Three: Successful implementation and achieving consistency across organisations

Session 1

Practical Implementation into organisations

- The need for consistency
- Evidence based, single or multi source
- Concepts and practice of multi directional feedback
- Understanding the reasons for failure within a PMS

Session 2

Achieving consistency across the company

- Benchmarking the company
- Understanding the need for consistency
- The mechanics of the process
- Conducting a consistency check

Session 3

Measuring the impact

- How to benchmark
- Applying metrics to measure success
- The cultural challenge
- Transferring the learning