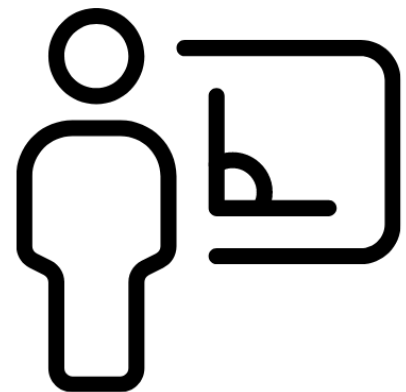


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



*Management is doing things right;
leadership is doing the right things.*

Peter F. Drucker

Module Two: The Basics (I)



The effectiveness of an organization, in terms of whether or not it is meeting its mission or goals, can be determined by engaging in performance management. According to the U.S. Office of Personnel Management, performance management consists of five components: “Planning work and setting expectations, continually monitoring performance, developing the capacity to perform, periodically rating performance in a summary fashion, and rewarding.”

What is Performance Management?



The phrase “Performance Management” was coined in the 1970s by Dr. Aubrey Daniels, a clinical psychologist. At the time, he used it to describe technology and the importance of managing behavior and the result of the behavior.

Effective management would ensure proper behaviors are being executed, which would in turn produce favorable results. He later associated this approach to the interactions of people either in a formal or informal setting.

With the proper training, management can manipulate the conditions of the workplace (e.g., policies and procedures, available skills to train and motivate employees) in order to measure the true success of the business – that is, the financial standing of a company as well as the individual success of its employees.

Estimated Time	10 minutes
Topic Objective	Identify the two critical elements of Performance Management: Behavior and Results.
Topic Summary	What is Performance Management This exercise gives participants the opportunity to consider how certain

	behaviors produce particular results.
Materials Required	Worksheet 1: Behaviors and Results
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Break into small groups and discuss your answers. Reunite with the class and review the topic.
Stories to Share	Share any relevant/personal stories
Delivery Tips	Skip the large group conversation or the small group discussion if you need more time.
Review Questions	What is Performance Management?

How Does Performance Management Work?

The drive to implement a performance management system is not sufficient. Management and employees must put forth the effort necessary to make it happen. Organizations can build a successful program with employee buy-in, and the implementation of the following:



- Clearly identify the job's purpose and the duties associated with it.
- Determine goals and how to measure outcomes.
- Rank job priority.
- Characterize the standard of performance for critical aspects of the position.
- Discuss employee performance and provide feedback. This should at least be done on a quarterly basis.
- Keep track of performance records.
- If necessary, create an improvement plan to better employees' performance.

Estimated Time	10 minutes
Topic Objective	Clearly identify the duties associated with different jobs
Topic Summary	How Does Performance Management Work?

	This exercise will help participants think about particular positions and determine the duties that the holders of these positions perform.
Materials Required	Worksheet 2: Duties
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Break into small groups and discuss your answers. Review the topic as a class.
Stories to Share	Where possible, conduct an internet search to discover reasons why it is important for job roles to be clearly defined.
Delivery Tips	If a search cannot be conducted, have a large group discussion
Review Questions	According to this lesson, what is the first step in developing an effective performance management system?

Tools



It is unrealistic to expect employees to perform at an optimal level without providing them with the tools to succeed. The following tools are crucial to the achievement of the system.

Model of standards: Creating a model that clearly defines employee performance standards helps the company and employees avoid ambiguities in what is expected. It also enables employers to provide their employees with specific feedback, which is greatly beneficial because it potentially increases job satisfaction.

Whether in writing, or delivered verbally, performance standards are enforceable. It is, however advisable that they are captured in writing to avoid questions in the future.

There should be a set standard for every aspect of one's position. For example, an employee who is a Customer Service/Sales Representative may be expected to take, and sufficiently answer the service questions of 10 customers an hour. This employee may also be required to upsell products to 50% of the clients he talks to.

There are several factors to keep in mind when developing this model. Performance standards should:

- Be realistic in terms of whether or not it can be attained as well as whether or not employees have adequate training.
- Be measurable with regard to quantity, quality, time, etc.

- Be clear in defining the proper method for gathering performance information and how it measures against the standard.

Annual Employee Appraisal Document: While employers monitor employees’ performance throughout the year and provide feedback and coaching during that interval, employers are also responsible for conducting an employee appraisal, which is generally done on an annual basis. The appraisal allows the employer to summarize the employee’s performance, gauge job satisfaction, as well as prepare for the future.

Coaching: Once the standard has been set and performance feedback has been provided to the employee, it is critical that the employer offer some type of coaching. The purpose of coaching is to strengthen areas of improvement as well as enhance areas where the employee is currently successful. In order to accomplish this, coaching must be done in a positive manner. The words used must build and not destroy. Diplomacy is important when providing coaching. Coaching promotes employee motivation as well as continued success.

Estimated Time	10 minutes
Topic Objective	Identify and create statements that can be effectively used in a coaching situation.
Topic Summary	This exercise will help participants understand the types of statements that should be used in coaching to offer constructive criticism.
Materials Required	Worksheet 3: Coaching Statements
Planning Checklist	None
Recommended Activity	Complete the worksheet alone. Review the topic as a class.
Stories to Share	Compare and contrast what constitutes a “fully successful performance” for a Mathematician and Registered Nurse.
Delivery Tips	None
Review Questions	What are two important factors to keep in mind when developing a performance model of standards?

Case Study



Sinclair Knight Merz (SKM), one of the leading professional services companies in the Asia Pacific region, was looking for ways to increase its ability to manage and grow its workforce capabilities. In this, companies compete largely on the basis of their people—their skills, their ability to provide excellent client service, and therefore the ability of the company's HR function to effectively acquire, develop and retain top talent. In part, because it is employee owned, the company is intensely focused on its people, emphasizing an open and independent culture.

Yet, it is this independence that posed a challenge. SKM knew that it must keep a finger on the pulse of its culture at all times. What could the company do better? How could it identify and retain its best people? How could workforce planning be done effectively so the right workforce skills could be developed and marketed to clients? SKM had always been a leader in its industry, but company executives knew that maintaining that position would take constant vigilance.

SKM asked Accenture to implement the Accenture Human Capital Development Framework to help its HR function identify ways to enhance human capital capabilities. The framework is an assessment and analytic tool that draws on best practices and Accenture experience in the fields of human resource development, learning, and knowledge management, along with state-of-the-art measurement techniques.

The Accenture analysis affirmed the strength of many of SKM's human capital processes. Seven of the thirteen human capital processes scored in the top quartile of results. The company also exhibited strong financial results: its capital efficiency and return on invested capital were among the highest of the companies that have thus far used the framework.

However, the Accenture analysis did more than just confirm existing strengths. It also identified a number of areas in which further improvements could provide the company with vital competitive advantages in terms of workforce performance.

Although the HR function had many best practices in place, there were a number of important discoveries for continual improvement of HR's impact on the business. One was the importance of workforce planning and recruitment. Data collected from the framework revealed, for example, that those organizations with more effective recruiting capabilities have superior workforce performance and employee engagement. As a result of working with Accenture on this initiative, the HR department further reviewed its methods of recruiting top talent, and put in place an internal capability in key geographies. The initiative has been immediately effective; it has reduced time to recruit key staff, increased the firm's ability to handle large recruiting assignments, and significantly increased the satisfaction of managers with the HR recruiting service. The initial pilot program has been expanded to more geography.

The employee engagement results from the framework implementation echoed a number of things the company had found in its own internal surveys. Leadership development continues to be a focus item to improve employee engagement, as does rewards and recognition.

According to SKM's vice president of HR, "The Accenture Human Capital Development Framework has delivered important insights about aligning human capital processes with business results. The framework provided us an effective method of determining where we should most focus our resources and energy to have the best impact on the business."

Case study from: <http://www.accenture.com/us-en/Pages/insight-employee-performance-management.aspx>

Estimated Time	10 minutes
Topic Objective	Recognize some of SKM's strengths and weaknesses that were uncovered by the Accenture Human Capital Development Framework.
Topic Summary	Case Study: SKM This exercise will allow participants to study the effectiveness of the Accenture analysis by highlighting some of its findings.
Materials Required	Worksheet 4: SKM's Strengths and Weaknesses
Planning Checklist	None
Recommended Activity	Complete the worksheet alone. Review the topic as a group.
Stories to Share	None
Delivery Tips	None
Review Questions	What were the two areas of business that SKM was looking to increase?

Practical Illustration



Hank plopped a mountain of work on top of Lester's desk, "I will need you to go through these by the end of the day."

Lester quirked his eyebrows up and begged the question, "What's this?"

Hank explained. "These are the ideas submitted for the new project, some were late coming in, and we need the tallied results by the end of today."

Lester's chin fell to his chest and his hopes for a good day dashed right out the window.

Mary saw Lester's slumped head and offered him a hand.

Lester explained how Hank shoveled more and more work on him.

Mary shook her head in dismay, "Hank needs to be reminded to plan better and of how to set expectations for his own team. These all should have been submitted by the noted deadline, but he let that slide and now it looks like you're going to be picking up the slack."

Mary offered to help Lester out with the submissions, but she made him promise that he would speak to his supervisor regarding future expectations, so as to not let Harold get away with his poor planning.

With Mary's help and encouragement, Lester completed the task and later spoke to his supervisor about creating an improvement plan.

Module Two: Review Questions

- 1.) When the phrase “Performance Management” was coined by Dr. Aubrey Daniels, what did it initially refer to?
- a) Medicine
 - b) Technology
 - c) Education
 - d) Law

Dr. Daniels originally used this phrase to refer to technology. Shortly after, he associated it with any situations that required the interaction of people.

- 2.) According to Dr. Daniels, performance management analyzes what?
- a) Behavior only
 - b) The result of behavior only
 - c) Behavior and the result of behavior
 - d) Attitude

The goal of performance management is to implement strategies within an organization to produce favorable results with regard to efficiency and effectiveness.

- 3.) If an employee meets all of their performance goals,
- a) It is not necessary to create an improvement plan to enhance the employee’s skills
 - b) It is still necessary to create an improvement plan to enhance the employee’s skills
 - c) They should be reprimanded for not exceeding the expectations
 - d) The employee should automatically be promoted

The Performance Management system promotes the idea of continued success. Although an employee is successful in a given area, there is always room for improvement.

- 4.) At a minimum, feedback should be provided to employees on a _____ basis.
- a) Weekly
 - b) Monthly
 - c) Annually
 - d) Quarterly

Performance appraisals are generally done on an annual basis, but it is important to give employees regular feedback throughout the year. This is especially helpful when providing the feedback on the spot is necessary because an immediate change is required. Weekly and monthly feedback may be too frequent.

5.) Performance standards can be beneficial to:

- a) The organization only
- b) The organization and department only
- c) The organization, department and individual employees
- d) No one

Creating employee standards affects the entire organization. If the employee is unproductive, the department and company as a whole lag behind.

6.) Coaching is most effective:

- a) Before the employee understands the performance standards
- b) Never
- c) Once the employee leaves the company.
- d) Once the employee understands the performance standards.

It is unrealistic to expect an employee to meet up to performance standards if they have not been made aware of the standards. If an employee leaves a company, the standards are not relevant to the individual.

7.) What is the name of the company that was being assessed?

- a) Sinclair Knight Merz
- b) Accenture
- c) Knight Sinclair Merz
- d) Merz Sinclair Knight

According to the case study, Sinclair Knight Merz (SKM) is one of the leading professional services companies in the Asia Pacific region. Accenture is the company that administered the assessment.

8.) After the assessment, it was discovered that what area(s) required improvement?

- a) Financial results
- b) Workforce planning and recruitment
- c) Financial results and recruitment
- d) Workforce planning and financial results

The company's financial results were among the highest of those that used the assessment. Improving workforce planning and recruitment strategies could help improve employee performance and engagement.

9.) The _____ of an organization can be determined by engaging in performance management.

- a) Effectiveness
- b) Profitability
- c) Stability
- d) All of the above

The effectiveness of an organization, in terms of whether or not it is meeting its mission or goals, can be determined by engaging in performance management.

10.) With the proper training, management can _____ the conditions of the workplace.

- a) Maintain
- b) Maneuver
- c) Manipulate
- d) All of the above

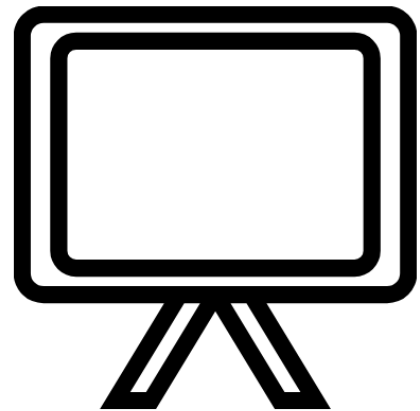
With the proper training, management can manipulate the conditions of the workplace (e.g., policies and procedures, available skills to train and motivate employees) in order to measure the true success of the business – that is, the financial standing of a company as well as the individual success of its employees.

PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.



//

Management is doing things right; leadership is doing the right things.

Peter F. Drucker

MODULE TWO

The Basics (I)

The effectiveness of an organization, in terms of whether or not it is meeting its mission or goals, can be determined by engaging in performance management.



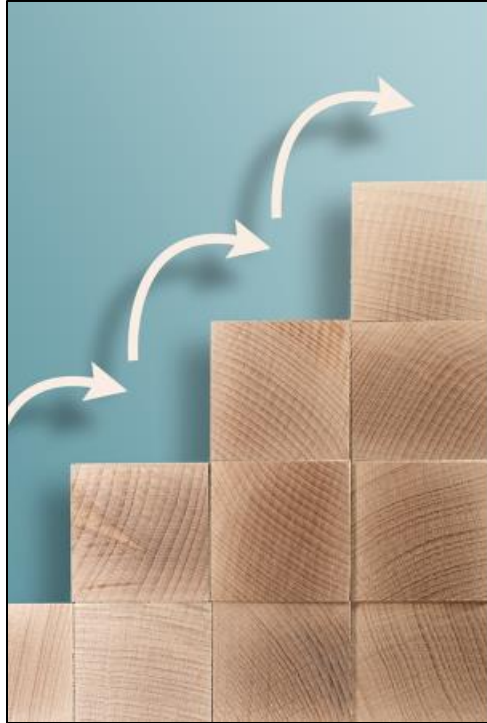
What is Performance Management?

Always begin with the task that is the hardest and most significant, and you will be less tempted to procrastinate on other activities.

How Does Performance Management Work?

- Determine goals and how to measure outcomes.
- Rank job priority.





Tools

Model of standards

Annual Employee
Appraisal Document

Coaching

Case Study

The Accenture analysis affirmed the strength of many of SKM's human capital processes.



Practical Illustration



- What is Performance Management?
- How Does Performance Management Work?
- Tools
- Case Study

Module Two: Review Questions

1. When the phrase “Performance Management” was coined by Dr. Aubrey Daniels, what did it initially refer to?

A. Medicine

B. Technology

C. Education

D. Law

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Performance Management Quick Reference Sheet



How Does Performance Management Work?

The drive to implement a performance management system is not sufficient. Management as well as employees must put forth the effort necessary to make it happen. With “all hands-on deck” and the observation of the following, organizations can build a successful program.

1. Clearly identify the job’s purpose as well as the duties associated with it.
2. Determine goals and how to measure outcomes.
3. Rank job priority.
4. Characterize the standard of performance for critical aspects of the position.
5. Discuss employee performance and provide feedback. This should at least be done on a quarterly basis.
6. Keep track of performance records.
7. If necessary, create an improvement plan to better employees’ performance.

Assessments

There are a variety of assessments that can be utilized to determine skill, knowledge, and ability. These assessments can be administered when the individual is a prospective employee or an actual employee.

Types of Assessments

Pre-Screening: A Pre-Screening Assessment can be used to find out information on a prospective employee’s skills and knowledge before committing to hire them and this can save the employer costly mistakes down the road.



360-Degree Review: As its name implies, this type of assessment takes a comprehensive look at an employee with regard to their work performance. This information can be attained by involving a diverse pool of individuals, with varying levels of interaction with the employee (e.g. supervisor, peers, clients, etc.)



Knowledge: This type of assessment generally takes on a questionnaire format. It allows the employer to ask specific questions on topics relating to the business, usually in the form of multiple-choice questions.



SMART Goal Setting

People often fail to reach their goals. This usually indicates that the wrong goals are being chosen. SMART goals will improve the chances of achieving both personal and business goals.

SMART goals:

- ✓ **Specific:** Goals should have specific instructions.
- ✓ **Measurable:** It should be clear when goals and objectives are met.
- ✓ **Attainable:** Impossible goals are not motivating.
- ✓ **Realistic:** Goals need to be something people are able to work towards.
- ✓ **Timely:** Goals need specific timeframes.



Monitoring Results

Once goals are established, it is important to monitor their results. This will determine how effective a plan or strategy is. Use a basic evaluation to determine what changes need to be made in a plan and reevaluate your goals.

What to evaluate:

- Were the goals and objectives achieved?
- Were they achieved in the established time frame?
- What is the feedback from employees and leadership?
- What are the financial gains or losses?



Motivation

Performance is related to motivation. Motivation is the job of every leader. There is not a single method for motivating employees. People have different personal motives, and leaders must meet the needs of individuals.

Motivating Tips:

- ✓ **Lead by example:** Motivate yourself before you can motivate others.
- ✓ **Meet with individuals:** Communicate with employees directly to find out what motivates them.
- ✓ **Reward employees:** Find motivating rewards for individuals.
- ✓ **Delegate:** Do not micromanage employees.
- ✓ **Inform:** Inform people about how they are making a difference in the organization.
- ✓ **Celebrate:** Pay attention to achievements and celebrate with employees.

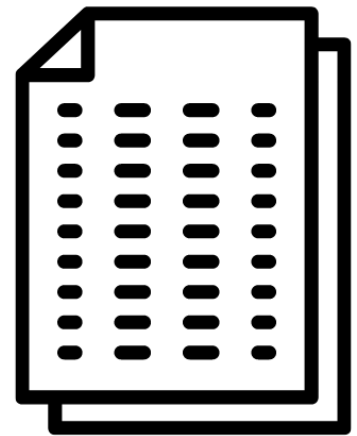
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Sample Worksheet 1

Behaviors and Results

Read all of the “behaviors” carefully. Explain the type of result it will most likely produce and why.

1. The marketing department manager has just informed the team that the training they were schedule to undergo on the new products the company is about to roll out, has been cancelled due to budget restraints.

Result: _____

Why? _____

2. The Smith Insurance Company decided not to develop an Employee Manual that outlines their company’s policies and procedures. Instead, one of the supervisors will conduct a three-day training in-person training to cover the material.

Result: _____

: _____

Why? _____

3. The company decided that they will replace monetary incentives with points that can be used to purchase company logo items.

Result: _____

Why? _____

Sample Worksheet 2

Duties

Create a purpose statement and description outlining the duties of each position.

1. Elementary School Teacher

Purpose: _____

Duties: _____

2. Custodian for a Fast-Food Restaurant

Purpose: _____

Duties: _____

3. Car Salesman

Purpose: _____

Duties: _____

Sample Worksheet 3

Coaching Statements

Reflect on what you learned in Module Two about what makes a productive coaching session. Write three statements that convey constructive criticism to an employee about his performance.

1. _____

2. _____

3. _____

Sample Worksheet 4

SKM's Strengths and Weaknesses

Think about the case study and write two strengths and two weaknesses that the Accenture analysis uncovered about SKM.

Strengths

1. _____

2. _____

Weaknesses

1. _____

2. _____

Icebreaker: A New Leader

PURPOSE

To help participants get acquainted and start talking to each other.

MATERIALS REQUIRED

1. Index cards

PREPARATION

Write the name of a different famous person on five or six index cards. Some examples: Madonna, Tiger Woods, Lance Armstrong, Nelson Mandela, Bill Gates, Angelina Jolie.

Divide participants into groups of four to six. Give each group one of the cards.

ACTIVITY

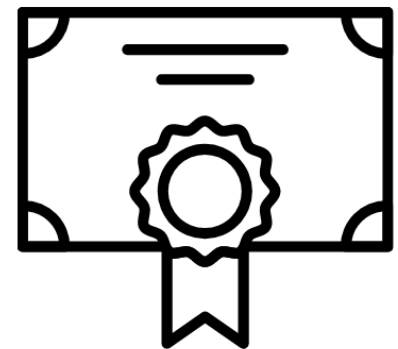
Tell participants that the president of their company (or the head of their department) has resigned and the position is now being taken over by the person on their index card. Ask each group to think of one characteristic of this person that will help him or her do well in this new role.

After a few minutes, ask the groups to report on what they decided.

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION
[Name]

*Has mastered the course
Performance Management*

Awarded this _____ day of _____, 20____

Presenter Name and Title
