

Managing Staff Performance

At the end of this course managers will be able to do the following...

1. Identify causes of performance and/ or behaviour problems and understand how managers sometimes unwittingly contribute to their occurrence
2. Understand how a manager can impact staff motivation/ engagement
3. Relate relevant theories of motivation to your research project and discuss the implications for you as a leader and your business
4. State how effective interpersonal communication affects our relationships and sense of 'connection' with others
5. Demonstrate active listening skills
6. Communicate more effectively by
 - a. Avoiding the '5 deadly sins' of non-listening
 - b. Using active listening to ensure meaningful two-way discussions and secure individuals' commitment
7. Clearly communicate performance and behaviour expectations and standards through simple conversations, so staff do what you want them to!
8. Clearly communicate performance and behaviour expectations and standards with new and existing staff (if you need to 'raise the bar')
9. Identify what effective feedback is; give positive feedback where it is due to maintain high motivation levels; as well as give corrective/ developmental feedback when someone's performance is off track or behaviour is inappropriate
10. Turn potential conflict situations with difficult staff into positive interactions through:
 - a. Awareness of own (and others') natural emotional responses
 - b. Application of simple techniques and language to maintain control and promote logical discussion
11. Create an action plan documenting the changes you need to make in your role to increase staff motivation; as well as any support you might need to achieve these results

Day 1:**1. Introduction**

- ❑ Why employees don't perform/ behave to our standards
- ❑ Why managers fail to recognise/ address issues
- ❑ Why we should! (the impact on our business if we don't!)
- ❑ Recognising how you, as a manager, may unintentionally contribute to the problem

2. Staff Motivation

- ❑ Feedback from staff/ research assignment
- ❑ Theories of motivation and how they support what our staff tell us
- ❑ Understanding motivation and where money fits
- ❑ Self evaluation: what can I be doing better with my team?

3. Coaching analogy

- ❑ Manager as coach- skills and techniques for effective management
- ❑ Self evaluation: how do I rate as an effective coach?

4. Listening skills

- ❑ Listening: the most important management/ leadership trait- how it is linked to staff motivation
- ❑ Identifying how our own ineffective listening can cause others to react negatively to us and what we are saying
- ❑ Identifying how effective listening can get people on-side and encourage them to take part in constructive discussions
- ❑ The 5 "deadly sins" of non-listening
- ❑ Effective listening skills (including listening for what is not being said)

5. Communicating our expectations and standards

- ❑ Importance of having standards for performance and behaviour
- ❑ The 'what', 'why' and 'how' of standards
- ❑ How to have these conversations with new staff (so they start as we mean for them to continue)
- ❑ How to have these conversations with existing staff (so they begin to change the way they perform or behave)
- ❑ The link between communicating our expectations, and staff motivation

Day 2:

6. Giving effective feedback

- ❑ Identifying what effective feedback “looks like”
- ❑ How feedback is linked to staff motivation
- ❑ Giving encouraging feedback (to maintain your standards/ motivate staff)
- ❑ Giving developmental feedback (to positively get staff to perform and behave the way they should!)
- ❑ Using a 6 step feedback framework which gets the employee to take responsibility for developing an agreed action plan to improve
- ❑ Using facts and direct language when giving feedback so employees will listen and accept the feedback
- ❑ The importance of recognising good performance, through positive feedback

7. Difficult people and behaviours

- ❑ Understanding the “games” people play and our own responses to them
- ❑ Simple techniques so we can stay in control and not respond poorly (and therefore buying in) to the negative behaviour
- ❑ 3 simple techniques to get the discussion back on track, when employees attempt to use difficult behaviours to “divert” you or control the discussion

8. Action plan and personal commitment to change

Identify the changes you need to make in your role to increase staff motivation; as well as any support you might need to achieve these results

Pre-session work

Each participant will need to do a couple of hours pre-prep/ talking to staff about what motivates them at work.

This will be sent out to participants at least 1 week prior to the session