

Target audience

- Middle managers

Pre-requisites

- There are no pre-requisites for this course

Objectives

- Identify the goals of the performance review and its role in the performance management process
- Conduct the annual performance review interview: master the basics and cope with difficult situations
- Align individual objectives with company objectives and values
- Build team motivation and commitment

On-the-job benefits

- A more productive team, with members who are more motivated and self-reliant
- Help your team members develop their skills and make progress
- Acquire operational tools that will make you more responsive and flexible, and help you fine-tune your organisation

Benefits for the company

- A more effective performance management and appraisal system:
- Individual objectives more closely aligned on company objectives
- More motivated staff
- Performance review reports:
- Provide full, objective data for analysis
- Can be used to build individual and team development plans

Special features of this course

The annual performance review's three performance accelerators



Meeting the goals of the performance review

- > Up-to-the-minute research* has redefined the managerial goals of annual performance reviews as follows:
- > Steer team member activity and align individual contributions with the company's strategic objectives
- > Increase staff commitment and motivation by giving sense and meaning to their skills development
- > Evaluate employees in a way that is fair and socially responsible

* The programme is based on material published in the United States by John Shields, Towers Perrin and the Harvard Business Review, and in France by Claude Levy-Leboyer, Gérard Reyre, Jean-Pascal Lapra and Yves Clot.

Four exercises to get you up and running

Focus on performance

Individual reflection, plus guidance from the consultant:

- > Defining your business' 'performance framework' so that you can align your team members' individual objectives with your company's strategy

'FreeFly West': case study of a fast-growing airline

Case study, pairwork exercises and role-plays:

- > Defining individual objectives, based on a simplified strategic plan
- > Objectively evaluating measurable and non-measurable achievements
- > Conducting an annual performance review interview

How a responsible manager conducts a performance review interview

The limits of management by objectives:

- > Managing the risks of performance review interviews
- > Retaining staff and maintaining their commitment
- > How CSR ties in with your responsibility as manager

Navigating your way through evaluation

Training game on the keys to performance reviews:

- > Showing consideration for your team member in the way you conduct the interview
- > Handling difficult situations

