COURSE OVERVIEW

> Shared Ownership: Learners share with a partner the insights they gained about themselves in their self-assessment—with respect to performance management. Facilitator introduces a performance cycle, roles and responsibilities, and the recommended discussions throughout the performance cycle.

> SMART Performance Goals: SMART goals are introduced. A video-based activity helps learners identifying what can go wrong when goals are not SMART, and how to avoid these situations. Leaders practice writing SMART goals; after a partner reviews and critiques the goals.

> The Interaction Essentials™ and Performance Discussions: The group discusses the importance of personal and practical needs when setting goals and reviewing results. Facilitator reviews the Interaction Essentials, followed by an activity in which learners identify the Key Principles and Interaction Guidelines that are most helpful in each type of discussion. Discussion Planner and Discussion Outline are introduced.

> Setting Goals Skill Practice: Facilitator explains the skill practice process with two roles—leader and direct report. A prepared skill practice is used by the learners to practice a challenging goal-setting discussion with a partner.

> Gathering Data: Two types of performance data—behavioral and operational—is introduced. Facilitator reviews the STAR format as a way of gathering behavioral data. A case study is used for leaders to analyze performance data and track the progress of a direct report.

> Reviewing Results Skill Practice: The case study continues via a positive model video of a leader using the Interaction Essentials and performance data—in a performance review discussion. Learners participate in a challenging reviewing results skill practice.

> Resources: Leaders receive a Resource Kit for both them and their direct reports to use back on the job.

VIDEO SEGMENT SUMMARY

> Three vignettes illustrate what can happen as a result of setting performance goals that don’t meet the SMART criteria.

> A positive model of a leader is shown during a reviewing results discussion.

COURSE DETAILS

> Target audience: Informal, frontline and mid-level leaders.

> State-fundable: Yes (onsite and public only).

> Course length: 4 Hours (onsite); 3.5 hours (public); 3 hours (virtual), 2 hours (web).

> Facilitator Certification: Certified facilitator required.

> Prerequisites: Communicating for Leadership Success.

> Optimal Group Size: 8 to 16. 20 maximum.

> Course Prep: Yes. 15 minutes.

> Notes: Session 3 of 5 in the Leadership Academy. Suitable for all environments; however, a healthcare-specific version is available. Onsite training available in Spanish.

OTHER COURSES TO CONSIDER

> Coaching for Peak Performance / Advanced Coaching

> Developing Yourself and Others

> Addressing Poor Performance

TALENT DEVELOPMENT TIP: Consider providing this course to non-leaders too! It will give them perspective on their role as well as their leaders role in accountability.