

PERFORMANCE MANAGEMENT AND COMMUNICATION BSMG6216

Course Outline

Description: Performance Management and Communication are vital skills all successful managers and supervisors must possess. This interactive course will provide students with skill building opportunities to engage in effective conversations within the context of performance management. Students will explore the performance management process, and will examine the link between effective communication, employee engagement, and providing meaningful feedback to maximize success.

Course Goals:

- Explore key roles and responsibilities in the performance management process
- Enhance your ability to establish collaborative relationships based on mutual respect and trust
- Discuss how to turn difficult conversations into coaching and learning conversations
- Further your ability to provide ongoing constructive feedback
- Increase awareness of how to use effective communication skills to get results
- Practice giving and receiving feedback

Course Objectives: At the completion of this course, the student will be able to:

- Describe the modern performance management process
- Define the roles of the manager and staff in performance management
- Create performance goals and objectives linked to organizational outcomes
- Apply appropriate tools and strategies to provide meaningful feedback
- Conduct effective performance management conversations with confidence

Texts: There are no texts required for this course.

Attendance Requirements:

Students are required to attend 100% of class time in order to receive a completion for this course. A grade report can be printed from myWCS.

Code of Student Conduct:

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct: <http://www.uwo.ca/univsec/pdf/board/code.pdf>.

Course Schedule:

Day One: **Performance Management – Theories, Practices, Roles and Responsibilities**

- 9:00 Welcome, Introductions, Expectations
- 9:30 Performance Management: Defining the Process, Roles and Responsibilities
- 10:00 Exploration: What it is, and what it is not
- 10:30 *Break*
- 10:45 Learning From Our Collective Experience: Stories of what works....and what does not
- 12:00 *Lunch*
- 1:00 The Gift of Feedback: Giving and Receiving
- 2:30 *Break*
- 2:45 Setting Expectations, Goals and Objectives, Monitoring, Coaching, and Review
- 3:30 Linking it all Together
- 3:45 Summary and Homework: The Clarity Exercise

Day Two: **The Performance Conversation: Putting it into Action**

- 9:00 Communication: THE KEY to Success
- 9:30 The Essential Skills: Active Listening, Engagement, Model The Way
- 10:30 *Break*
- 10:45 The Authentic Conversation: Trust, Respect, Honesty, Integrity
- 12:00 *Lunch*
- 1:00 The Difficult Conversation: Preparation, Execution, Focus, Follow-up
- 1:30 Putting it all into Action – Practice Opportunities
- 2:15 *Break*
- 2:30 The Learning Conversation: Support Them -Teach Them - Keep Them
- 3:45 Summary Activity: Your Action Plan

Evaluation Method:

As part of the course/instructor evaluation, a survey will be sent to you electronically by Continuing Studies. You will be asked the following questions. Please consider these throughout the course.

1. How would you rate your overall experience?
2. Please indicate your agreement with the following statements:
 - a. The course content was relevant and valuable.
 - b. The instructor conducted class sessions in an organized, well-planned manner.
 - c. The instructor explained concepts clearly.
 - d. The instructor displayed enthusiasm and energy in conducting class sessions.
 - e. The instructor made me feel comfortable in the learning environment.
 - f. The instructor encouraged my participation and interaction.