**QMUL ILM: Understanding Performance Management**

**T Notes**

**Resources**

Presentation on stick

Workbook

AMO assessment

Eduardo Briceno TED talk on growth mindset, <http://www.youtube.com/watch?v=pN34FNbOKXc>

Difficult conversation cards

**Notes - Session A**

**09.30 Intro’s**

Find out about PM responsibilities

ILM intro - spec, page 2

What we’ll cover today - slide 2

**9.50 Big picture**

Share PM pyramid model (slide 3) and get groups to identify what processes and practices are used in QMUL/their own areas for performance management

In de-brief look for:

-Gaps

-Overkill

-Links or lack of linkage between the five steps

**10.20 Best practice in PM**

Get pairs to assess their own areas in relation to the 10 excellent practices from Havard model, pages 4,5

**10.40 Bath model and AMO**

Explain Bath model and centrality of line manager in role (slide 4 + pp6, 7)

Outline AMO and get them to look through the AMO assessment (handout) and see how that might support effective performance management

Also outline skill/will as another way to assess teams and individuals

**11.00 Break**

**11.15 Behaviour and performance**

Flip the behaviour/performance dichotomy and talk through the dimensions this adds to performance management, with refs to some examples of other orgs e.g. CAF, Medway, KCHT

Ex. Get groups to think about ways to ensure assessment of individuals is fair and valid.

**11.40 Developing performance**

Focusing on the A of AMO for the remainder, use:

* Learning styles quiz (slides 6-9)
* Slides 10 to 14 on L&D + coaching

Then set up coaching exercise, with the underlying point that this in increasingly seen as the management technique/style most effective for managing and developing performance

**12.20 Review and close**

**Notes - Session B**

**09.30 Pros and cons of appraisal systems**

Get group to identify why we have appraisal and then use slide 16 to highlight key points that:

* Most appraisal systems try to do too much, and load too much on the big bang annual discussion
* The answer is either to spread it out (e.g. continual review) or be v clear and focus sharply on the 1-3 things which really matter to the person/team/context

Then slides 17-20 for some facilitated discussion of pros, cons, best practice, etc.

**10.00 Intelligent goal setting**

Cover variety of goal types and principle of matching the goal type to the individual, slides 21-24

Give people some practice at goal setting, using the method they feel most appropriate to a specific individual/situation

Option to relate to motivation, slides 25,26

**10.30 Effective feedback**

Show Ed Briceno’s TED Talk and ask people about the implication of the fixed/growth mindset concept. If we want to encourage a growth mindset, what sort of feedback should we give?

Slides 27-34 for ask, tell, ask, etc.

**11.00 Break**

**11.15 Reward and recognition**

Quick brainstorm of options available for rewarding and recognising high performance

Refer to 12,13 of workbook, incl.30 ways to reward employees

**11.30 Difficult conversations**

Slides 35-44 on under-performance and difficult conversations

Activity options:

* Difficult conversation cards
* Plan an improvement planning conversation (slide 33)
* Plan a challenging conversation (slide 44)

12.15 **Review and ILM/Assignment coverage**