

Performance Management Training Course Guide

Overview - 2021



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Proactive Performance Coaching

(PPC)

The PPC is a 3-day, virtual or in-person, training designed to teach leaders effective methods for creating behavioral changes, recognizing positive performance, and development on the part of employees. Emphasis is placed on creating a positive environment to encourage change without implementing formal disciplinary steps. Leaders' are strengthened in learning how to make the right decisions concerning the management of their employees and how to improve upon a positive culture.

Participants will take the online LDR Leadership Diagnostic Assessment prior to the in-class or virtual delivery of the PPC. This tool is designed to give a snapshot view of the supervisors and employees perspective on topics such as:

- Employee Management
- Relationship Management
- Coaching
- Employee Development
- Positive recognition and reinforcement

This diagnostic will help the instructor to tailor the training to focus on areas highlighted by this assessment. Additionally, this survey is kept confidential and only shared with company leadership and demonstrates a return on investment for the training.

Participants learn to identify and overcome personal barriers to addressing unacceptable behavior and/or performance by their employees, as well as how to recognize positive performance. The PPC model is applied as the participants learn the nine criteria necessary in order to effectively change behavior, the four basic types of human responses, and how to deal with each. Finally, each participant is given an assignment wherein they develop a scenario in which they must address an employee concerning performance or behavior.

These scenarios are role-played, with the instructor taking on the role of the employee and the participant applying the PPC model. The role-play is done in front of the other participants who are asked to critique each session upon completion.

Proactive Performance Coaching Annual Refresher

The Annual Refresher is for individuals who have gone through the PPC training and serves as the annual maintenance component.

The PPC Annual Refresher is designed to provide an annual update of new material and a refresher on the application of the PPC training material. It is designed to reinforce the use of the PPC coaching models in addition to introducing new leadership trends. The forum setting is very relaxed and allows for questions about specific uses of the PPC coaching models including clarification on specific organizational policy issues which might have an impact on the application of the PPC coaching models.

Participants will take the online [LDR Leadership Diagnostic Assessment](#) prior to the in-class or virtual delivery. This allows a targeted approach to the refresher training.

The sessions are normally 3-5 hours in length. Each group session is preceded by an instructor reviewing the specific needs and areas of emphasis that will benefit the client most.

The PPC Annual Refreshers are structured to allow individual participants, who otherwise might not ask questions or discuss specific employee performance problems in a classroom setting in front of others, to have additional instruction or help in understanding how to most effectively apply the PPC techniques. All individual forum discussions are confidential and are intended to augment the training received in the classroom. Participants may discuss as many issues as necessary in order to get the full value of the PPC techniques.

Problem Identification and Decision Making (PIDDM)

The PIDDM is a training course structured to demonstrate the importance of teamwork in the group decision-making process. The decision-making process is deeply explored in order to gain an understanding of how to capitalize on conflict rather than allowing it to become a source of disruption. Designed to emphasize the value in both individual and group problem assessments, participants are given the opportunity throughout the program to compare their interpretation of situations with those of others in the group.

Participants start by individually assessing case studies wherein they identify what they see as the root problem. Upon further discussion, differing points of view are voiced to the group which identifies the actual problem being identified is different based on the individual's assessment. Participants are shown that different definitions of a problem will lead to very different expenditures of resources to solve the problem. Thus, the need for a well structured, commonly understood definition of the problem is demonstrated.

Participants then involve themselves in a series of practical exercises that identifies their personal decision-making style and their individual biases and commonly used "rules-of-thumb", which often leads to poor judgment.

The focus is then drawn back to the group decision-making process with emphasis on the presence of conflicting views within groups, and the danger that exists with the absence of conflict. Several approaches for group decision-making are presented and explained and individuals are taught how to make the best use of conflict in order to attain the highest level of vigilance possible. Finally, the process of anticipatory regret is demonstrated as a method for assessing risk tolerance levels.

Boardroom Decision Making* (BDM)

The BDM is a training program designed for sitting boards. It focuses on improving communication on the board and between the board and senior management. It can be delivered to the board members only or jointly with the senior management staff. The emphasis on clear problem identification and mutual understanding of relevant issues makes it particularly useful as an initial step prior to the beginning of the strategic planning process.

Participants learn the steps leading to clear and effective problem identification as well as their own individual problem-solving profiles. Key elements of decision making, such as the impact of outcome probabilities and the management of constructive conflict, are discussed in detail. Specifically, the training is designed to:

- Highlight the importance of individual board member involvement and discussion on decisions of consequence while demonstrating mutual respect.
- Provide participants with a recognition of the value of conflict in the decision-making process, while differentiating between constructive and destructive conflict.
- Create an understanding and comfort level with the inherent element of risk in all decisions and apply discussion techniques to help manage the risk element.
- Provide the board and senior management a guide and format for clearly identifying and defining problems and/or issues of consequence requiring board decisions.
- Lay the groundwork for the development of specific and effective action plans by the senior staff in response to decisions made by the board.

*Also offered through NRECA (951.1) for Board Leadership Certificate credit.

Developing Ownership of the Organization (DOO)

The DOO is a presentation/training program designed primarily for non-supervisory and/or hourly employees. The main theme of the program is focused on creating a positive environment designed to encourage individual initiative and commitment on the job. The program starts with a discussion on the elusive definition of "job security" wherein, participants are encouraged to express their views on issues such as the need for individual skill development, the effect of competitive markets, and commitment to total organizational performance as a way of establishing stability in their jobs. Individuals in the session actually participate in demonstrating the need for organizations to continually enhance performance standards and improve individual performance among employees at all levels. The notion of increasing the "application of mental skills" is introduced as a way to demonstrate various initiative levels employees can take while working in their jobs. In the second hour of the presentation, this concept is further demonstrated through the use of a role play involving several members of the audience. Participants are taught the most effective methods to identify options and recommend solutions to accomplish work-related tasks.

For organizations that are using the Proactive Performance Coaching model, the DOO is a perfect employee counterpart program. With an emphasis on creating an environment wherein employees develop a true sense of "pride of ownership" in their job and assigned responsibilities, the DOO makes a clear connection between what individual performance means to a company's survival and the overall success of the total organization.

Transitioning Into Management

Transitioning into Management is a presentation/training seminar for new or prospective leaders. It is designed to prepare individuals for the job of supervision and to explain the basic expectations which an organization may have of individuals in supervisory positions. Emphasis is placed on creating a realistic preview of what changes may be expected on the part of the selected individuals and on depicting the basic skills necessary for effective supervision of others. Participants are encouraged to ask questions concerning any aspect of supervision and much of the time in the seminar is spent discussing what the new role will mean for each individual who either has recently been made a leader or who is being considered for selection into a leadership position.

Specific presentations are made on establishing good supervisory work habits such as developing initiative, setting effective work standards, conducting effective performance appraisals, and generally managing human resources. Also, time management and proper delegation and follow-up are discussed along with the concept of managing versus doing. Discussions on organizational policy and work procedures are also presented as well as the legal responsibilities of the new supervisor, including equal employment and the creation of a discrimination-free workplace.

Finally, through a series of self-discovery instruments, participants are given a chance to see themselves as others see them and to address the notion of personality and individual make-up. Individuals learn something about their own strengths and weaknesses in dealing with others and are given tips on altering personal behavior in order to become more effective as a leader. Results are confidential and intended for the use of the participants. Managers find this seminar provides participants with a real look at what it means to become a supervisor and is very helpful in identifying individuals who truly have a desire to take on more responsibility within the organization.



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