Skills4Retail
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# Workshop 4: Managing and Developing Performance

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# ICE Breaker



- The best manager you ever had – What made them great?
- The worst manager you ever had – What didn't work?
- What would you take from each to shape your own performance style?

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# Culture of the group

| |
|---|
| Confidential |
| Open |
| Vulnerable and human |
| Game mode for exercises |
| Can we keep to the break times? |
| Can we put phones on silent? |
| Refrain from reading ahead so that we can maximise the learning. |

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# Agenda

| Time Slot | Topic / Workshop | Content (Key Areas Covered) |
|---|---|---|
| 09:30–10:00 | Welcome & Recap | Reflection on mindset shift, Manager vs Coach role, Self-awareness and leadership |
| 10:00–11:00 | Performance Management | Definition & Core Principles |
| 11:00–11:15 | Morning Break | |
| 11:15–12:00 | Performance Management Cycle | Plan → Act → Monitor → Review |
| 12:00–12:45 | Practice | Performance Management |
| 12:45–13:30 | Lunch Break | |
| 13:30–14:15 | Feedback | Feedback fundamentals, Structure for Giving Feedback, Future-focus, Coaching vs Directive, Goals, Recognition |
| 14:15–15:00 | Feedback Practice | |
| 15:00–15:15 | Afternoon Break | |
| 15:15–16:30 | Assignment review and Wrap Up | Assignment explanation<br>1:1 clarifications |

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# Recap Workshops 1-3

# From Manager to Coach: Shifting the Leadership Lens

- Coaching & mentoring are distinct from managing — focused on growth, not control.

- Key communication  skills: Listening, Questioning, Paraphrasing, Summarising — these are the backbone of impactful conversations.

- Effective coaches build trust, create psychological safety, and foster ownership in others.

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# Self-Awareness Fuels Leadership Impact

- Great coaches manage performance through emotional intelligence (ECR Model: 10 competencies).

- Self-awareness and adaptability are critical to navigating difficult conversations and change.

- VIA strengths, EQ, and values-based reflection deepen a leader’s insight into how they impact others.

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# Group Exercise

“What have you applied from coaching and mentoring skills so far?”

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# What is Performance Management?

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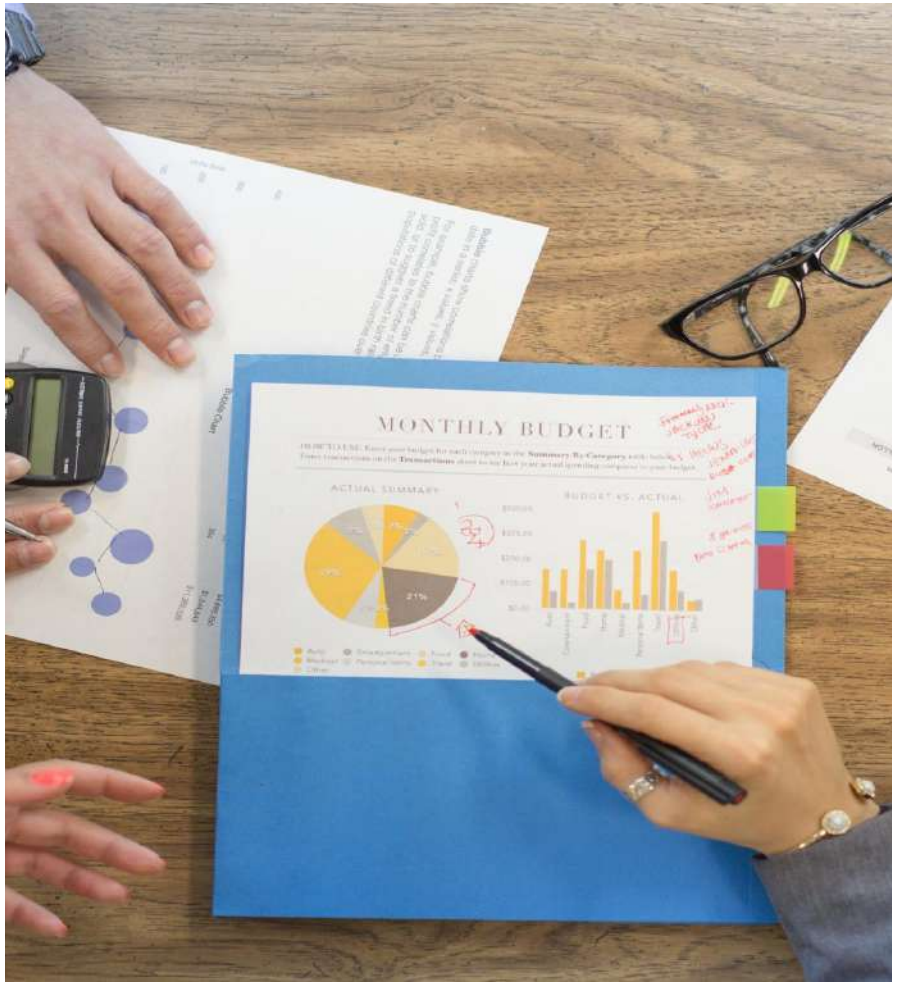
# What is Performance Management?

Definition (Armstrong, 2022)

“Performance Management is the process of improving performance by setting individual and team goals that are aligned to the strategic goals of the organization; planning performance to achieve the goals; reviewing and assessing progress; and developing knowledge, skills, and abilities of people.”

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# Purpose and Objectives of Performance Management




- The primary goal of performance management is to improve employee performance through regular feedback and support.
- Creating a culture of continuous improvement encourages employees to engage in ongoing learning and development.
- Performance management ensures that individual goals are aligned with the broader organizational objectives for better outcomes.

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# Distinguishing Management From Appraisal




Performance **management** is an ongoing process focused on continuous improvement and development of employees throughout the year.

Performance **appraisal** is a formal evaluation that occurs at specific intervals, assessing employee performance against set criteria.

Understanding the difference between management and appraisal is crucial for implementing an effective performance management system.

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# What are the benefits of PM?

# Benefits of Good Performance Management



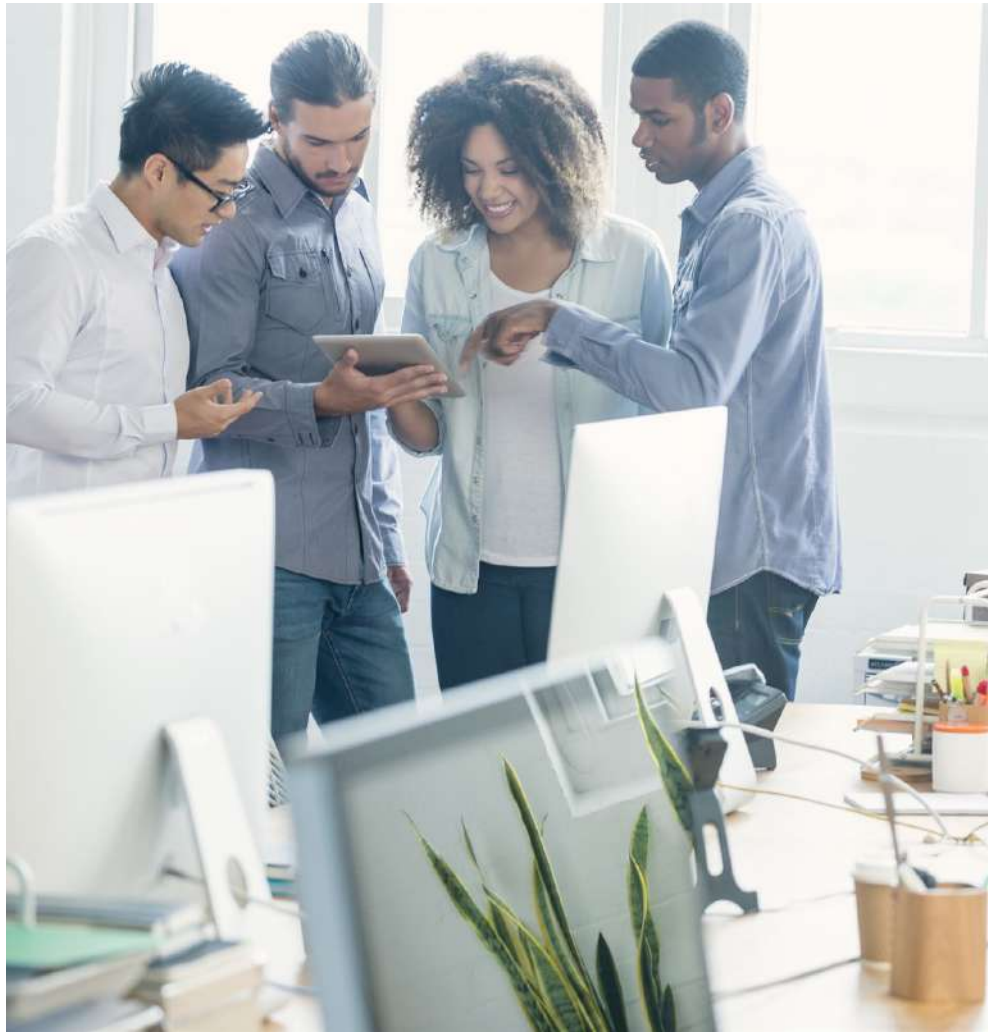
**Improved Employee Motivation:** fosters a culture of recognition, leading to higher employee motivation and job satisfaction.

**Enhanced Productivity:** helps identify strengths and areas for improvement, resulting in enhanced overall productivity.

**Better Communication:** promotes transparent communication between employees and management, improving relationships and collaboration.

**Alignment with Organizational Objectives:** aligns individual goals with company objectives, ensuring that everyone is working towards the same vision.

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# Effective Performance Management

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# Core Principles of a Performance Management System



Establishing clear performance **expectations** is crucial for guiding employees and ensuring **alignment with organizational goals.**

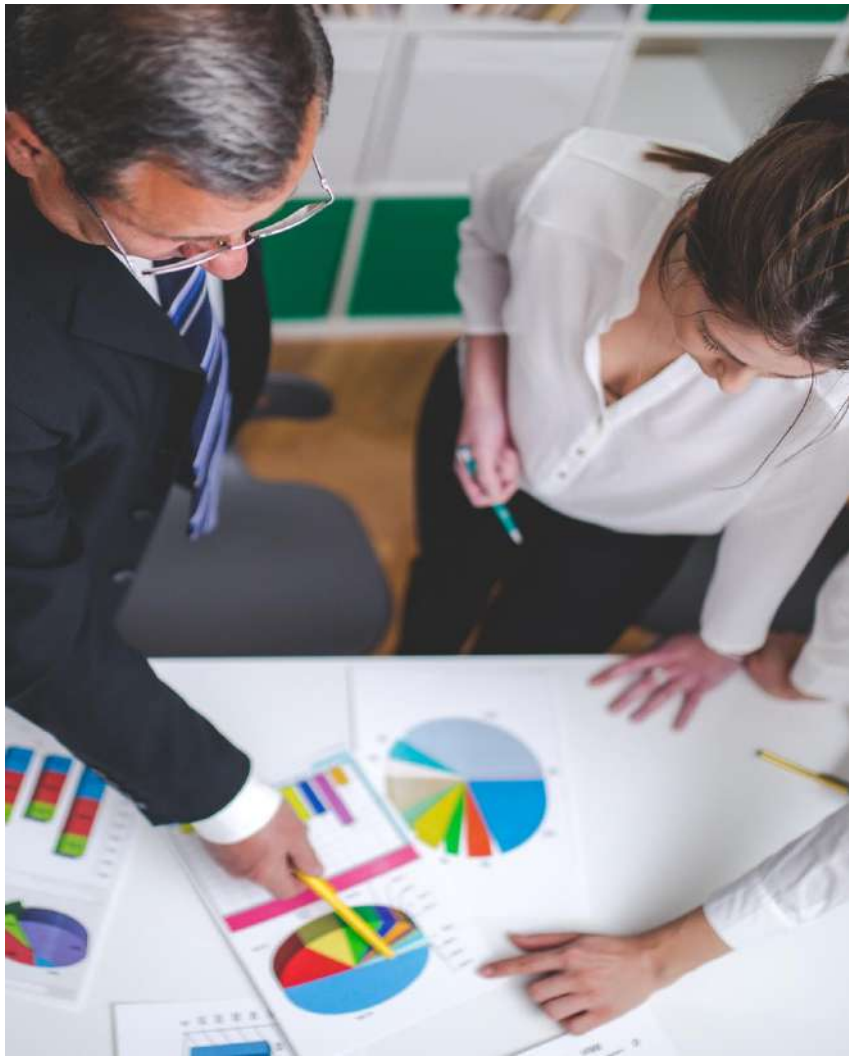
Providing **regular feedback** helps employees understand their performance and areas needing improvement in real-time.

Conducting **performance reviews** at regular intervals ensures a structured evaluation of employee performance and progress.

Offering **development opportunities** fosters employee growth and enhances skills, benefiting both the individual and the organization.

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# Common Challenges in Performance Management



A significant challenge is the **lack of commitment** from line managers towards performance management initiatives.

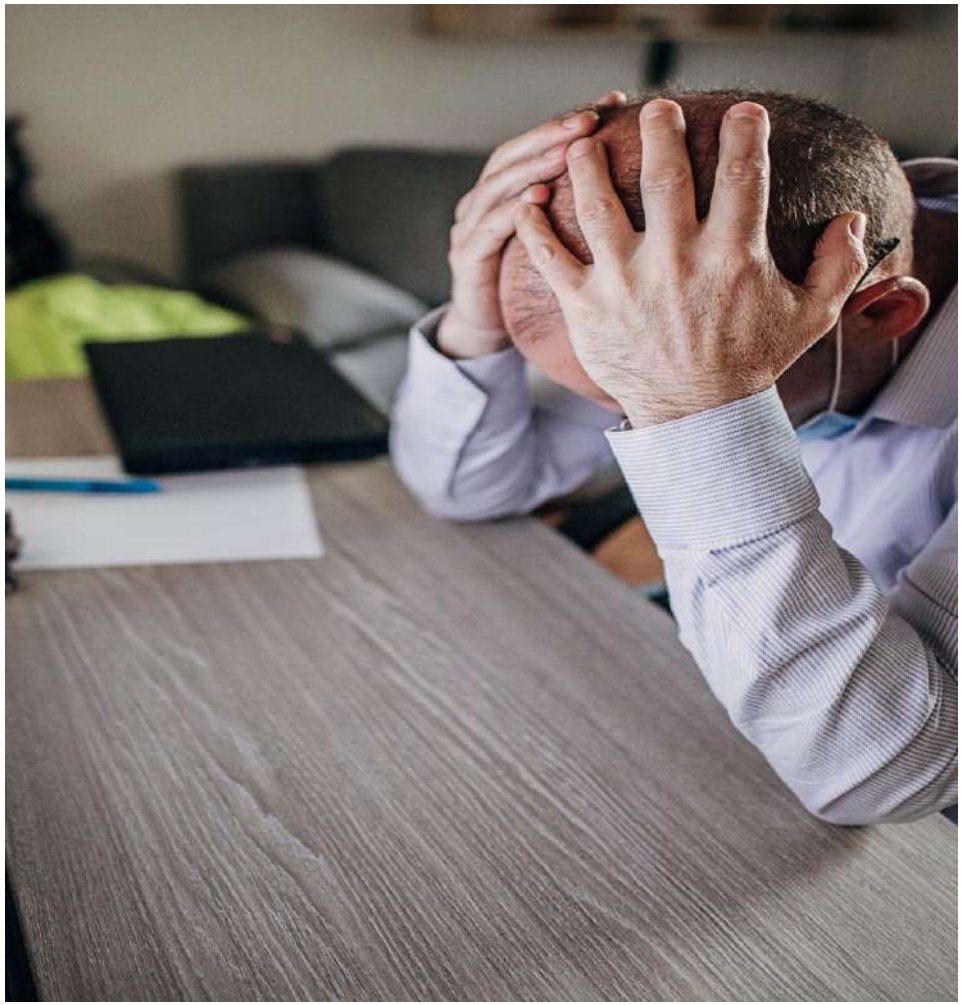
Line managers often lack the necessary **skills** to effectively engage in performance management, leading to suboptimal outcomes.

Over-Reliance on **Form-Filling** Rather than Dialogue

**Inconsistent** Application Across Departments

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# Impact of Poor Performance Management Practices



Demotivates Employees and Reduces Trust

Fails to Support Employee Development

Increases Turnover and Disengagement

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# Role of Line Managers in Performance Management

# Managers are Critical to Successful PM Delivery




## Role of Line Managers

Line managers are pivotal in implementing performance management processes effectively within organizations.

## Employee Engagement

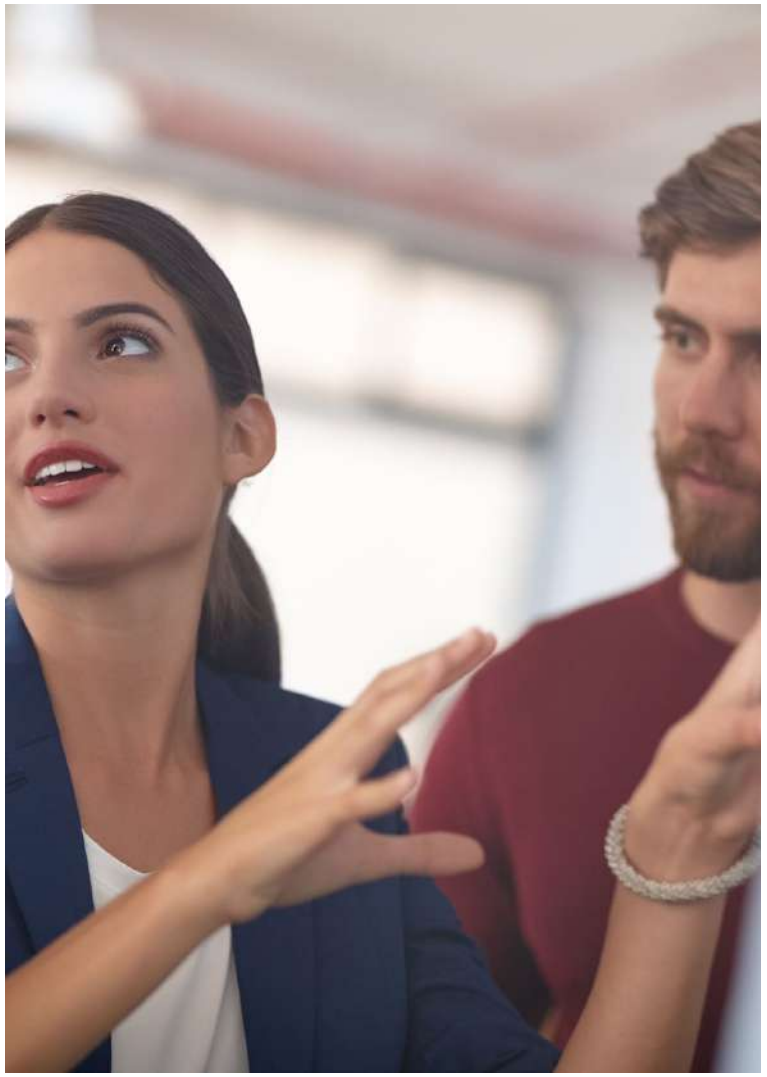
Effective engagement by line managers can significantly enhance employee performance and satisfaction in the workplace.

## Overall Performance Impact

The interaction and support from line managers can lead to improved overall performance of teams and organizations.

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# Managers Need Coaching Skills and a Commitment to PM



**Importance of Coaching Skills**

Coaching skills are essential for line managers to guide and support their teams effectively, enhancing overall performance.

**Commitment to Performance Management**

A strong commitment to the performance management process is crucial for fostering accountability and continuous improvement within teams.

**Environment of Continuous Improvement**

Creating an environment of continuous improvement encourages team members to innovate and excel in their roles.

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# Performance Management Developments

# Continuous Coaching vs Traditional Appraisals



## Benefits of Continuous Coaching

Continuous coaching facilitates real-time feedback, allowing managers to help employees improve their performance as it happens.



## Focus on Future Growth

Emphasizing continuous coaching promotes a culture of growth that aligns employee goals with organizational objectives.

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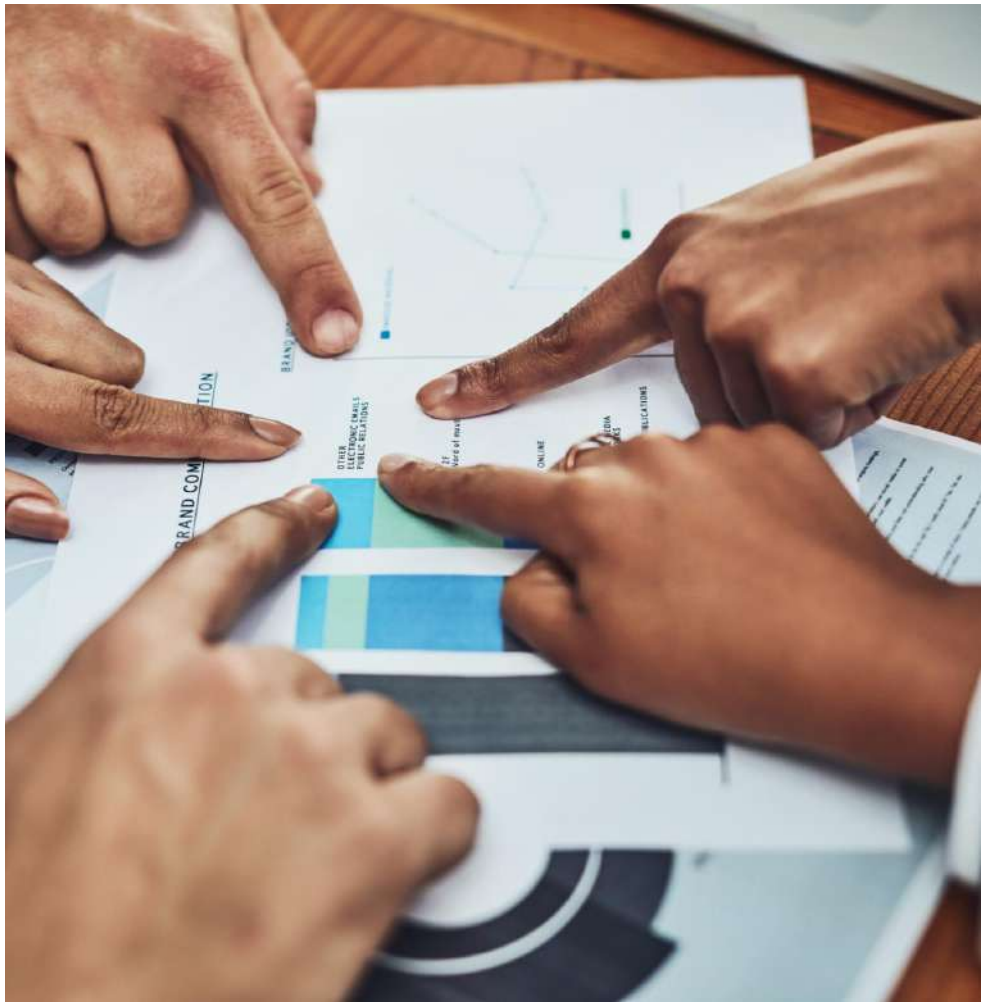
# Core Principles of Continuous Performance Management



- Strategic Alignment
- Continuous Process
- People-Centered
- Evidence-Based
- Joint Ownership

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# Strategic Alignment



Goals must be **aligned** with business strategy to drive individual and organizational success.

Objectives should be **cascaded** from corporate to team and individual levels.

Strategic alignment ensures performance activities **serve** the broader organizational purpose.

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# Continuous Process

- Continuous performance management is a dynamic, year-round activity, not a once-off appraisal.

- Encourages frequent feedback and agile goal adjustments.

- Embeds performance discussions in daily leadership.

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# People-Centered



- PM is about supporting people's development, not just measuring performance.
- Builds psychological safety and trust between leaders and teams.
- Focuses on individual growth alongside business contribution.

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# Evidence-Based



## Data-Driven Decisions

PM should rely on observable outcomes, behaviors, and feedback—not opinions



## Transparency

Decisions around performance, development, or reward require data and transparency

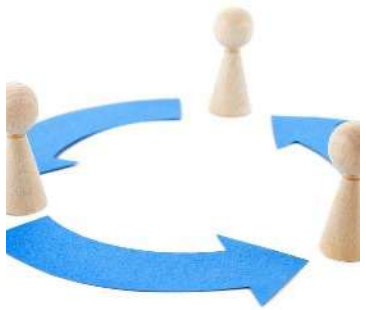


## Adaptation

Regular review and adaptation based on measurable outcomes

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# Joint Ownership



**Collaborative**

Performance conversations are a shared responsibility between employee and manager



**Support**

Employees should co-own goals, reflections, and growth plans



**Leadership style**

Managers act as facilitators, not controllers

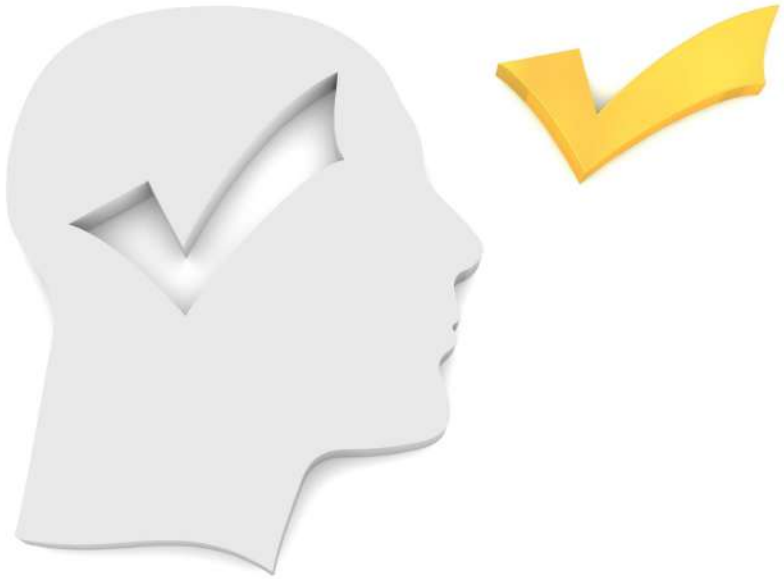
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# Group Exercise: Appendix 4.1

# Break

# Performance Management Cycle

# Plan → Act → Monitor → Review Explained Simply



### Planning Stage

The first stage involves determining what needs to be accomplished and setting clear objectives. Effective planning lays the foundation for success.

### Monitoring Progress

Monitoring involves tracking progress toward objectives and making adjustments as needed. Regular assessment helps ensure goals are met.

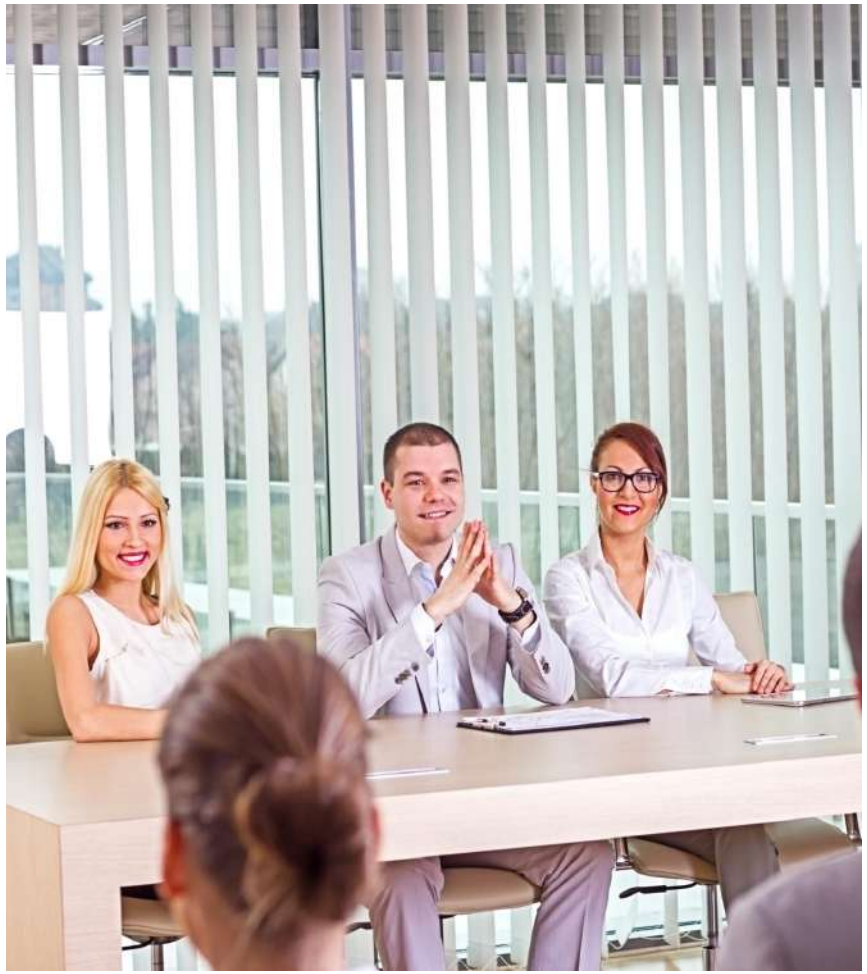
### Reviewing Outcomes

The final stage involves evaluating the results of actions taken. Reviewing outcomes helps in learning and improving future planning.

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# Planning Stage

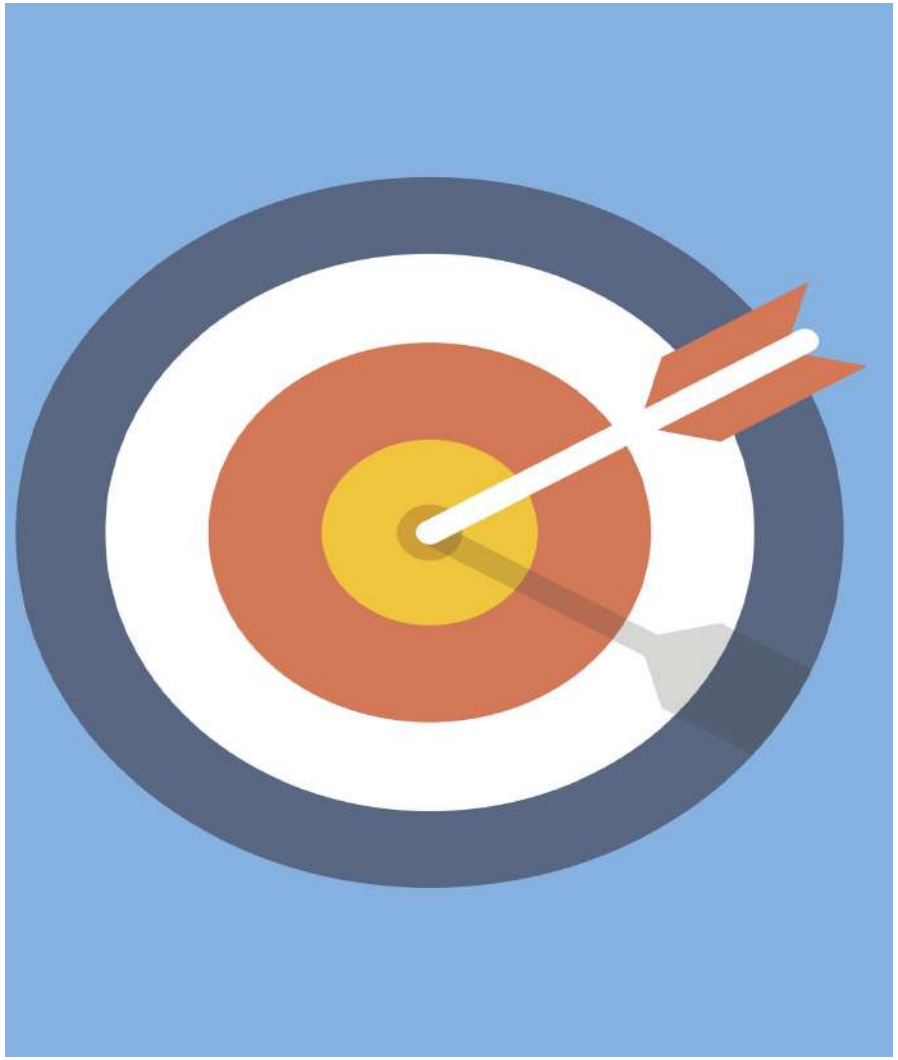
# Focus on Setting Clear Expectations and Identifying Development Needs



- Clear job purpose and priorities.
- Understand required behaviours
- Identifying Development Needs

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# Setting Objectives



- Clarity of Goals
- Use SMART criteria
- Link objectives to team and corporate strategy
- Balance task objectives and personal growth goals

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# Importance of Development Planning




- Support future career paths.
- Address skill and competency gaps early
- Training, coaching, mentoring, and stretch projects
- Job rotations and cross-functional assignments

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# Monitoring Stage

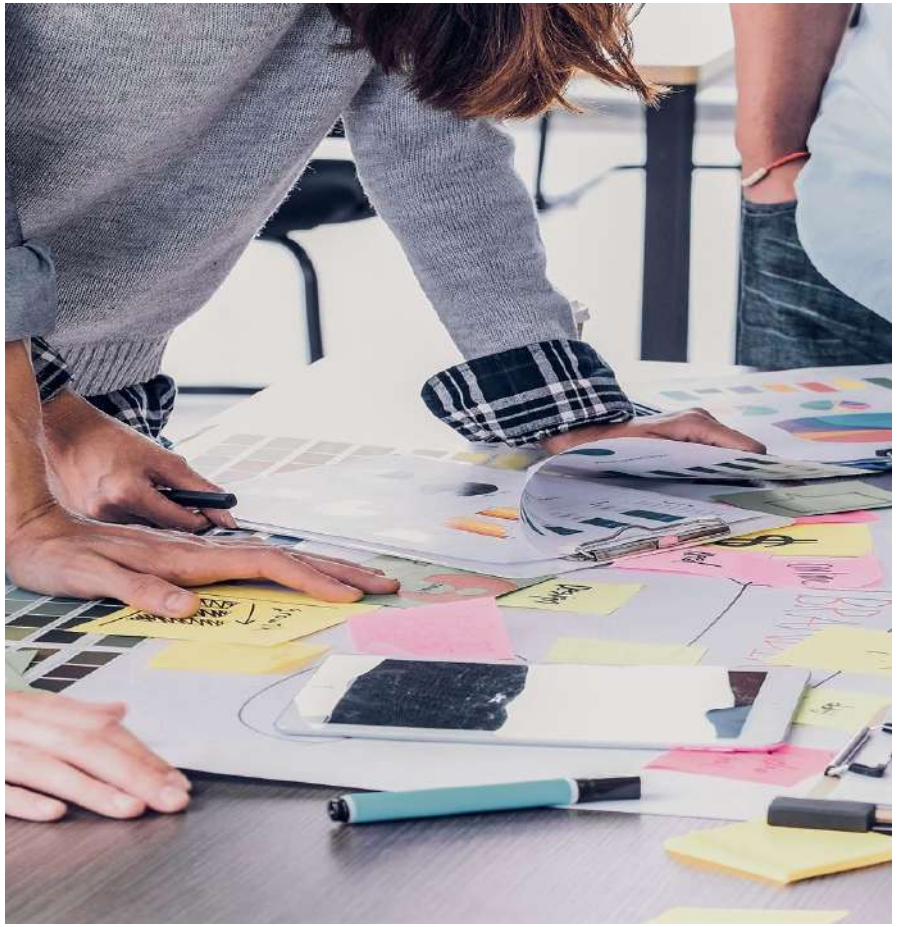
# Monitoring and Feedback Loops




- Monitoring outcomes against plans
- Providing consistent feedback
- Managers provide coaching and development support, not just supervision.

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# Timely Feedback and Adjustments



- Timely feedback to validate the employee for good work
- Catch underperformance early to allow for improvements
- Quickly Respond to Challenges that may require a change of direction

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# Celebrate Small Wins



Celebrating small wins significantly boosts team morale and fosters a supportive work environment.



Recognizing achievements encourages continuous improvement.



Reinforces Desired Behaviours - What gets recognized gets repeated

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# Reviewing Stage

# Annual Performance Review



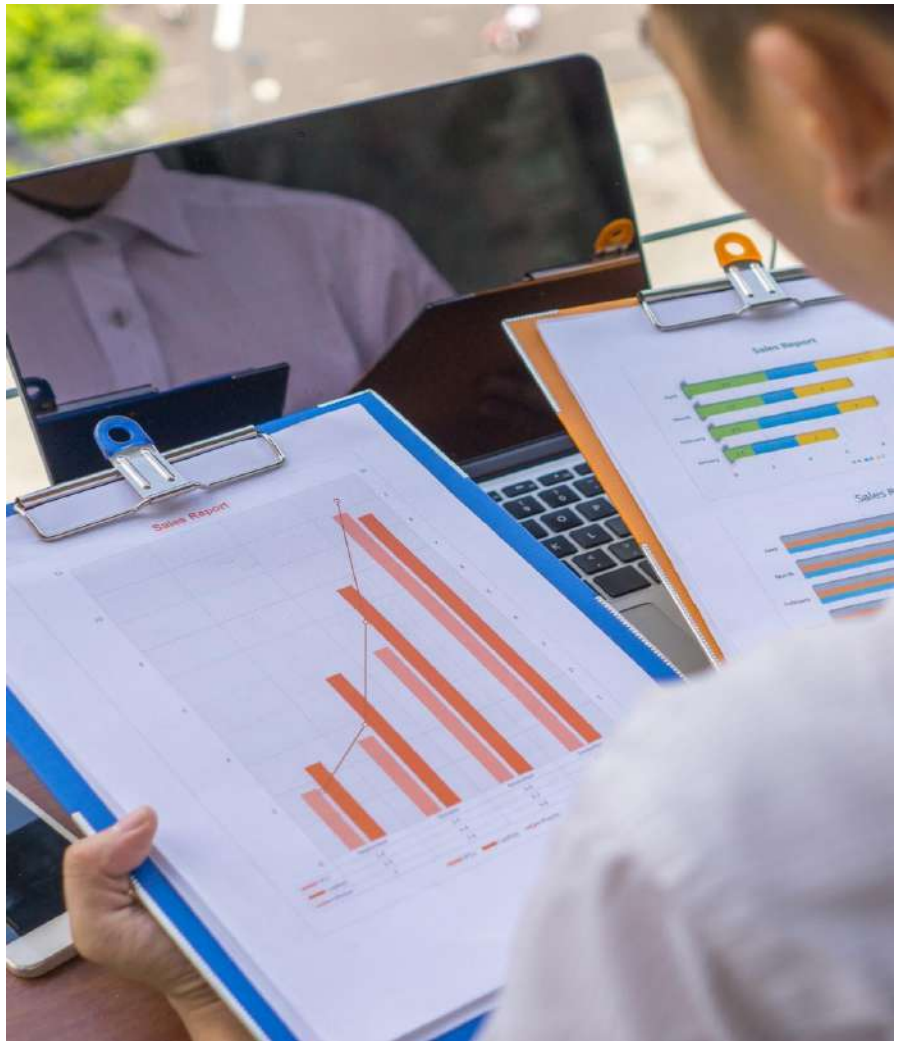
A well-structured review conversation is crucial for guiding discussions and achieving desired outcomes.

Structured conversations promote thoughtful reflection, allowing participants to express their insights and opinions effectively.

A structured approach helps facilitate constructive feedback, making it easier for individuals to improve and grow.

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# Review Is a Recap, Not a Surprise



### Ongoing Conversations

The review process is built on ongoing conversations throughout the year, not just a single event.

### Employee Awareness

Employees should be fully aware of their performance levels and the expectations set for their roles.

### Areas for Improvement

The review stage focuses on identifying areas for improvement, fostering growth and development.

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# Focus on Learning and Planning Forward



### Learning from Experiences

Reviews should emphasize learning from past experiences to improve future performance and decision-making.

### Planning for Future Performance

Effective planning involves setting measurable goals and strategies to enhance performance and productivity.

### Fostering a Growth Mindset

Encouraging a growth mindset among employees promotes resilience and openness to learning and development.

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# Build Trust Through Transparency



## Importance of Transparency

Transparency in the workplace fosters trust and improves relationships between managers and employees, enhancing overall morale.

## Encouraging Open Discussions

Open discussions about performance create a safe environment where employees feel valued and heard, promoting collaboration.

## Building Trust

By fostering transparency and dialogue, organizations can build trust that leads to improved teamwork and productivity.

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# Practice Performance Management

# Practice 4 (Appendix 4.1)

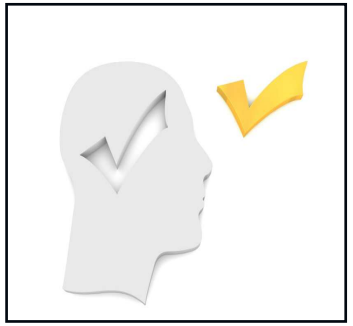
Objective:

1.Practice and refine Performance Management Planning

2.Navigate a realistic workplace scenario to build confidence in difficult conversations.

3.Use structured feedback to identify areas for improvement.

Plan → Act → Monitor → Review



Rapport Building



Active Listening



Impactful Questions



Paraphrasing / Summarizing



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# Structure

1.Participants are divided into triads.
2.Time Allocation for execution of roles



| Time | Coach | Coachee | Observer |
|---|---|---|---|
| 0-2 | Role Familiarity | Role Familiarity | Role Familiarity |
| 2-10 | Perform Role | Perform Role | Perform Role |
| 10-15 | | Class Discussion | |
| 15-17 | Role Familiarity | Role Familiarity | Role Familiarity |
| 17-25 | Perform Role | Perform Role | Perform Role |
| 25-27 | Role Familiarity | Role Familiarity | Role Familiarity |
| 27-35 | Perform Role | Perform Role | Perform Role |

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# Discussion & Key takeaways from practice

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