

Performance Management

How to Give Candid and Constructive Feedback

Few leaders enjoy having to manage performance issues. Most genuinely fear the possibility of defensive reactions or silent resentment, and yet, performance feedback is one of the most important skills a leader can develop. Delivered well, it can be a catalyst to improving performance and getting individuals back on track. Delivered poorly, it can have a deteriorating impact on a person's willingness and ability to produce results. This workshop is designed for leaders who wish to minimize the stress while maximizing the effectiveness associated with performance feedback. Participants will leave with a new confidence and practical knowledge for managing the performance of their team.

Topics:

An introduction to Performance Feedback

- Assessing your team for gaps between current and potential performance
- Engaging the three p's - people, performance and process
- Learning behaviors that lead to trust, confidence and a unified team

Performance Feedback Overview

- Measuring performance, identifying problems and planning discussions
- Giving feedback to reward good work and exemplary performance
- Three approaches for constructive feedback: directive, collaborative and facilitative

The Nuances of Performance Feedback

- Calling attention to poor work and problem behavior
- Avoiding the common feedback pitfalls
- Motivating employees to build their strengths

Format: This workshop blends a half day of instruction with follow-up individual coaching sessions to provide both skills practice and personalized feedback. A manual is included with the program.

Facilitator: Adam Vane, a trainer and executive coach with over 15 years of experience helping leaders and leadership teams improve their personal and organizational performance, is currently an adjunct faculty member at NYU and a mentor coach for the Columbia Coaching Certification Program. Clients include United Nations Development Programme, US Fund for UNICEF, Goldman Sachs, JP Morgan Chase, and Yale University School of Medicine.

Testimonial: "The progress I have made with Adam in six months of coaching has been remarkable. I saw notable and significant improvements in how I manage meetings, delegate work, communicate with colleagues, make presentations, and lead my division to reach our ambitious goal of \$2 billion to help children survive and thrive worldwide. Adam's coaching helped catalyze my leadership and management abilities necessary to achieve our mission."

Robert Thompson, Senior Vice President, Development, U.S. Fund for UNICEF