

# Academy of Training

## Performance Development Conversations

### Overview

Performance Development Conversations provide an excellent opportunity for Managers, Team Leaders and others with staff responsibilities to review progress during the year and discuss not only what has gone well but any issues which may have impacted on performance.

However, to conduct these conversations effectively is not always easy, requiring both leadership and skill. Without these, much of the value of the conversations can be lost, with the exercise being viewed more in the nature of a compliance exercise, rather than an opportunity for building positive working relationships, staff development and growth.

### Objective

The objective of this one-day programme is to assist Managers, Team Leaders and others with staff responsibilities in developing/updating all the key skills to conduct effective PD Conversations, with a particular focus on providing both positive and negative feedback, motivating and raising constructively the more difficult issues relating to performance.

### Content

Topics covered in the workshop include:

### Role of the Manager/Team Leader

- Key leadership role of the Manager/Team Leader in managing performance
- Skills required for successful performance management and performance conversations.

### Conducting Performance Conversations

- Preparation for PD Conversations, balancing technical objectives with behaviours and development needs
- Setting the scene for positive results
- Getting our message across effectively – words and behaviours
- Understanding roadblocks in communication and how to avoid them
- Giving feedback on performance, both motivating and modifying
- Listening, questioning and responding
- Avoiding feedback overload
- Being direct and honest without damaging relationships
- Expressing "negative" information constructively
- Dealing with opposition and objections
- Following a project management process and setting ongoing review dates
- Key tips for coaching and the development of action plans for the future.

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