2 – DAY
DRIVING CHANGE & PERFORMANCE

Introduction

The ability to adapt is the hallmark of success in the workplace. Likewise, as quoted by the famous evolutionist Charles Darwin (1809), *"It is not the strongest of the species that survives nor the most intelligent, but the one most responsive to change."*

Change by itself is not harmful, but unmanaged change is detrimental to the morale and well-being of employees in the workplace. Uplifting your adaptability intelligence is the key to ensuring a smooth transition in embracing the changes ahead. You are clearer when you have SMART and defined KPIs. KPIs enable you to appreciate company performance and the status quo of business.

Course Objectives

By the end of this course, you will be able to:

- Understand the fundamentals of change and performance management.
- Demonstrate excellent leadership qualities and be able to drive organizational performance.
- Align work perspectives and key performance measures.

Methodology

- Lecture - Theory, Concept & Model (20%)
- Reflection - Gibbs' Reflective Cycle (20%)
- Case Study & Practical Solutions (50%)
- Best Practices Identification (10%)

Who Should Attend?

- Division & Department Managers
- Section & Assistant Managers
- Heads of Department
- Senior Executives
- Senior Managers

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Course Outline

MODULE 1: ADAPTABILITY & CHANGE MANAGEMENT

- The 7 signs of a highly adaptable person that you must know and how to reap the benefits.
- The 3 types of flexibility to ensure high adaptability, i.e. cognitive, emotional and dispositional.
- Key differences between Change and Transition: How to deal with the externality and the internality of adaptation.
- Manage your transition to ensure smooth adaptability; the 3 stages of transition you should practise.
- Adaptability Intelligence – The 2 key strategies to increase your ability to transit and adapt towards unplanned change.
  - Strategy 1 – *Your Past will not Determine Your Future*
  - Strategy 2 – *Replace Expectations with Uncertainties*
- Create "meaning" in your intended adaptation; evaluate your internalized "buy-in", through the 3 stages of adaptation.
  - Behavioural – strive for a shift of mindset, i.e. reframing
  - Physiological – recreate a new set of routines (behaviours)
  - Structural – create a permanent structure to contain it

MODULE 2: THE PRINCIPLES OF PERFORMANCE MANAGEMENT

- Introduction to Performance Management
  - truly appreciate what is performance management
  - why must you measure performance @ company
    - adaptability and initiating change
    - agility to respond to stakeholders
  - the 5 elements required in managing performance
  - understand the pyramid of performance
- Foundation of Performance Management
  - understand what is under the manager's control
  - aligning organizational goals with KPIs setting
  - importance of performance management cycle
    - planning performance
    - developing performance
    - reviewing performance
- performance management vs performance appraisal
- performance management – key focus areas

MODULE 3: EMERGING LEADERSHIP CAPABILITIES

- The differences between a "coach", a "manager", and a "leader"; integrate these roles to fulfil your leadership responsibilities.
- Leverage the inner strengths of your employees to create a supportive and engaging working culture.
- The significance of "Trust" in your company and how to drive your employees towards achieving company set vision.
- Strengthen your leadership capabilities by enhancing a successful leader's core elements, i.e. being a "Level 5 Leader".
- How to re-classify workplace challenges into smaller and manageable portions, i.e. strategic mind-mapping for a leader.
- Create leadership momentum to influence and supercharge your employees for higher performance.

MODULE 4: THE FUNCTION OF PERFORMANCE MEASUREMENT

- Performance Planning
  - key performance indicators
    - cascading strategic objectives
    - defining performance metrics
  - alignment of business goals
  - define key result areas (KRAs)
  - components in setting KPIs
- The Process to Set KPIs
  - define performance objectives
  - chart your KRAs with objectives
    - criteria for setting KPIs
    - define your realistic targets
  - define performance standards & targets
  - review KPIs & finalize it