

PERFORMANCE MANAGEMENT

Client	Intergovernmental Agency
Project	Performance Management Workshops
Audience	Senior Managers
Location	London (UK)

THE ORGANISATION

Our client is a major intergovernmental agency, with over 250 staff from over 30 member countries, many seconded by their own governments. Its Board of Governors is supported by an Executive Committee and led by the Secretary-General, supported by two Deputies. Its work is guided by the decisions of heads of Government and governing bodies, in response to global developments and member countries' needs.

THE PROJECT CONTEXT

Our client was embarking on building a performance culture to improve its management of its people. It was critical to gain leaders' commitment that this need existed and that they had a significant role to play in spearheading improvements.

THE REQUIREMENT

Senior leaders and managers were likely to be challenging and would need convincing of their role in managing performance and demonstrating appropriate behaviours.

We understood that its event facilitators would need to be highly experienced in working at senior level within the public sector and in responding to the challenges the audience might present.

Senior leaders and managers needed to be convinced of the imperative to develop a performance culture, accept their responsibility to act as role models for this culture to be cascaded throughout the organisation, and be able to use and apply a model for managing performance.

They also needed to share a common understanding of how to develop a performance culture, gain the skills to effectively manage performance, use coaching as a development tool, and confidently challenge under-performance without damaging personal relationships.

OUR SOLUTION

With considerable prior experience in running Performance Management Workshops for senior leaders in government departments, we were able to rapidly develop a one-day workshop designed to give managers a model for developing a performance culture and the main skills to manage performance within their teams.

Participants received a pre-workshop workbook to introduce the ASK® Performance Improvement Model and to maximise time available during the workshop for skills practice. Two pre-course exercises also allowed participants to bring a work-related input to the skill practice sessions.

Four workshops were delivered to a total audience of 31 senior leaders and managers. We used a ratio of one participant for every four participants; a member of our client's staff acted as a workshop facilitator and was briefed free of charge before workshop delivery.

EVALUATION

Average Level 1 evaluation scores for the workshops were as follows (all scores are out of 5.0):

This workshop has been a valuable learning experience - 4.4

This workshop has been an enjoyable learning experience - 4.4

The learning from the workshop will be useful - 4.4

DELEGATE QUOTES

"The workshop more than met my expectations. There are clear practical techniques that I shall follow up within my work."

"The workshop was an eye-opener to the concept of 'performance structure' as opposed to 'performance process.'"

**CASE
STUDY**