

Enhanced feedback and performance management

Objective

Our client, a major financial services organisation, approached Steps to design and deliver an Enhanced Feedback and Performance Management Programme for their experienced managers.

The need for the training came from a new performance management cycle that was being implemented, along with a new competency framework.

Approach

The Programme was developed in close partnership with key client stakeholders, and after a period of research and development we designed a 3½ hour course to engage people managers with feedback and performance management issues.

The course focussed on the importance of giving regular feedback, managers' responsibilities, the skills of giving both positive and constructive feedback, dealing with difficult individuals (eg. defensive, non-responsive or highly motivated but not necessarily aligned to competencies or behaviours), with the overall aim of enabling employees to maximise their performance and reach their goals.

Delegates were given the opportunity to share best practice by working through case studies and scenarios presented by actor-facilitators, which were fully researched to be reflective of the difficult situations the managers faced. They then had an opportunity for individual role-plays with the Steps' coach. Following a pilot delivery, this programme rolled out over 12 months, reaching over 500 managers across the UK in that time.

In order to manage the scale of the programme we briefed/rehearsed a triple team to deliver the roll out. This provided us, and the client, with reassurance and contingency and also great flexibility in responding to the client's schedule. The Lead Facilitators managed quality control throughout the delivery period and we provided regular check-in opportunities in order to maintain consistency.

Outcomes

The short and long-term impact of our drama-based approach is illustrated below. When asked:

"Please rate your confidence in undertaking an effective performance management meeting"

- Prior to training 67%
- **Immediately after training 83%**
- **4 months after training 81%**

"Please rate your confidence in delivering difficult messages"

- Prior to training 67%
- **Immediately after training 79.5%**
- **4 months after training 78.5%**

By providing the delegates with a blended session that combined theoretical input with the opportunity to engage with the subject matter through experiential drama and skills practice, there was a sustained demonstrable impact on the confidence levels of the delegates.