



# Performance Management & Feedback

**Course #:** PS-102

**Duration:** 1 day

## Prerequisites

Change Management Fundamentals or equivalent knowledge. Participants should understand how change impacts people and performance before attending this course.

## Details

Performance management often breaks down during periods of change. Expectations become unclear, priorities shift, feedback is avoided, and accountability weakens. As a result, performance issues persist, trust erodes, and change initiatives stall.

This course reframes performance management as an ongoing set of conversations rather than a formal process or annual review. Participants learn how to set clear expectations, provide meaningful feedback, and support performance while navigating uncertainty and competing demands.

Rather than focusing on HR systems or evaluation forms, the course emphasizes practical skills for coaching, feedback, and accountability that sustain performance and engagement during change.

Learning Objectives:

- Explain why performance management breaks down during change
- Set clear, realistic expectations in shifting environments
- Provide feedback that supports improvement and accountability
- Address performance issues early and constructively
- Coach for development rather than compliance
- Maintain trust while holding others accountable
- Support sustained performance under ongoing change

## Software Needed

None

## Outline

### Performance Management & Feedback

- **Rethinking Performance Management**
  - Why traditional performance management often fails
  - Performance management as daily behavior
  - The cost of unclear expectations and avoided feedback
  - Shifting from evaluation to enablement
- **Performance and Change**
  - How change disrupts performance

- Shifting priorities and role ambiguity
- Performance dips vs capability gaps
- Avoiding blame during transition
- **Setting Clear Expectations**
  - Clarifying outcomes, standards, and priorities
  - Aligning expectations with current realities
  - Making trade-offs visible
  - Revisiting expectations as conditions change
- **Feedback That Leads to Improvement**
  - Why feedback is often avoided
  - Characteristics of effective feedback
  - Separating behavior, impact, and intent
  - Timing feedback for maximum effectiveness
- **Coaching Conversations**
  - Coaching vs directing
  - Asking questions that promote ownership
  - Supporting problem-solving and growth
  - Avoiding micromanagement
- **Addressing Performance Issues Early**
  - Recognizing early warning signs
  - Having timely performance conversations
  - Balancing empathy with accountability
  - Preventing escalation and disengagement
- **Accountability Without Fear**
  - What accountability really means
  - Building ownership and commitment
  - Following up without policing
  - Maintaining trust while holding the line
- **Performance Under Pressure**
  - Managing workload and capacity
  - Preventing burnout and disengagement
  - Supporting focus during uncertainty
  - Recognizing when performance issues signal overload
- **Performance Conversations in Practice**
  - Common performance scenarios during change
  - Applying feedback and coaching techniques
  - Navigating defensiveness and resistance
  - Adjusting approach based on context
- **Applying Performance Management Skills**
  - Identifying upcoming performance conversations
  - Practical preparation checklist
  - Personal commitments and next steps
  - Preparing for resilience and sustainability skills