Training Programs in Management, Leadership and Pay-for-Performance Compensation

1. Management

1.1 Performance Management – Managing for Success

Performance Management is designed to develop the skills required by managers to effectively manage their direct reports to achieving their business objectives. The program will familiarize managers with the tools required for performance management to enable them to improve performance and productivity. The program addresses the planning process, the principle of cascading objectives, setting objectives, ongoing accountability and reporting, managing relationships with emotional intelligence, coaching for performance and conducting performance evaluations.

1.2 Managing Up – How to Manage your Manager

Managing up addresses the approach through which direct reports manage the relationship with their manager so that both can be more effective in achieving their performance objectives. The program teaches the skills and techniques of managing up: being proactive, showing initiative, reporting on accountabilities and building trust. It also mirrors many of the requirements of sound performance management in reverse. The program is highly interactive with group questioning and discussion, small group breakouts and problem-solving case studies, individual exercises and role play.

1.3 Conducting Effective Performance Evaluations:

Conducting Effective Performance Evaluations addresses an area of controversy and negativity. The program deals with the importance of thoughtful and constructive evaluations, how to conduct them, the concerns of managers and the concerns of direct reports. It also incorporates the principles of sensible documentation, focus on performance against objectives, the role of core competencies and the forward thinking on professional development. Group discussions, small group breakouts and case studies enhance the level of participation.

1.4 Performance Coaching

Performance Coaching is an expanded version of the concepts developed in the performance management program. The focus is on critical coaching skills with extensive illustrative case studies and role playing. The program deals with the problems experienced by most managers in delivering negative feedback in a constructive manner, together with the need for ongoing positive feedback. Importantly, the program addresses how to identify the tasks and competencies that require improvement and how to integrate management coaching with other training required for professional development.

1.5   Managing with Emotional Intelligence

Managing with Emotional Intelligence provides the tools and framework to improve our ability to manage ourselves and our relationships more effectively. The objective is to manage emotions so that people are able to work together more effectively towards achieving common objectives. The program deals with the basic concepts of empathy, self-awareness, self-regulation, social awareness and social skills. This interactive program involves extensive small group discussion and role play. It also enhances ability to coach and deal with conflict, and the ability to manage up.

1.6   Transitioning into Management

Transitioning into Management is designed to provide new managers with the skills necessary to manage and uses the DISC Behavioral Analysis as input for understanding behavioral styles. The workshop introduces the best management practices and provides participants with the tools and techniques needed to ensure successful transition from individual contributor to manager.

1.7   Leading Teams

Leading Teams provides team leaders with the skills to manage their team to meet their objectives. Participants explore the five functions of high performance teams and the phases of team development. Lessons and cases from Harvard's Mt. Everest simulation add depth and interest to a highly interactive program, covering communication, need for psychological safety and building trust and commitment.

1.8   Team Building

Team Building, using the DISC Behavioral Assessment, is a highly customized workshop to address the needs of managers or individual contributors striving to be a high performing team. It focuses on differences in behavioral styles to enable participants to recognize their own and the behaviors of others and to modify their style as appropriate to interact more effectively. The program includes communication skills, best practices and recognition of roles and responsibilities.

1.9   Diagnostic Surveys of Management Practices:

Diagnostic Surveys of Management Practices provides in-depth instruction in the tools available to management to obtain objective, uncontaminated perceptions of employees. Surveys make it "safe" to express true feelings and opinions. This enables leadership to identify and respond to issues and problems.

> *The 360° Review* consists of feedback from a manager's direct reports, peers and manager, positioned against a self-assessment. This is essential feedback on strengths to celebrate and most importantly, the skills or competencies to be improved to become more effective as a leader and manager. Gaps are highlighted for professional development and career advancement.

> *The Employee Engagement Survey* provides a macro view of employee morale and internal business practices. High employee engagement typically means high customer satisfaction and therefore high productivity and performance.

Analysis by location and department pinpoints areas that need attention without compromising confidentiality. The themes analyses highlight the key issues and low-hanging fruit for follow-up and accountability.

2. Leadership

2.1 Leadership I: Principles

Leadership Principles, using the LPI (Life Practices Inventory), creates a solid foundation for understanding and answering the challenges facing a leader. By understanding thinking styles and the impact of leadership, participants develop action plans to drive results. Participants explore strategic thinking, motivation, delegation and feedback. Using PSG's Derailer Assessment via 360 feedback, leaders also understand the potentially negative impact they can have on their careers and on their organizations.

2.2 Leadership II: Leadership and Influence

Leadership and Influence identifies what successful leaders do, the meaning and impact of leadership, leadership styles, the importance of emotional intelligence in leading successfully and deals with differences between leadership and management. Participants develop strategies to lead in a dynamic environment, understand critical leadership behaviors and enhance their ability to motivate others.

3. Compensation:

3.1 Pay-for Performance Compensation:

Pay-for Performance Compensation is the process of rewarding employees based on performance. It focuses on annual merit increases to base salary to ensure fairness and consistency across the organization, based on employee performance in relation to pre-determined objectives. It also includes the use of incentive plans to drive individual and organization-wide performance, based (again) on pre-determined objectives with a consistent basis or formula for determining payout, as opposed to arbitrary bonus payments.

3.2 Effective Use of Compensation Structures:

Effective Use of Compensation Structures focuses on the development of salary grades and ranges which recognize differences in position responsibilities to ensure employees are paid fairly both in relation to internal responsibilities (internal equity) and in relation to the market (external equity). The compensation structure also reflects the desired mix of base salary and incentive pay and facilitates the integration of pay-for-performance into equitable pay practices.