



## Overview

## Leadership Development

### Program Benefits

Applause was developed to help managers achieve on-target performance from individuals and teams. Leveraging a client's specific people management processes, Applause enhances the manager's ability to establish performance partnerships early and then recognize, shape, and redirect performance on an ongoing basis throughout the year. Rather than viewing performance management as an administrative responsibility that must be completed at the end of the year, Applause helps managers incorporate leadership skills in their daily activities.

Applause helps participants:

- View performance management as an ongoing, cyclic process that takes place continually throughout the year
- Determine the appropriate roles and responsibilities of managers and performers within the performance management cycle
- Build partnerships with performers to achieve on-target performance
- Discover best practices for dealing with difficult performance conversations
- Conduct objective, fact-based performance conversations
- Evaluate performance in an objective and consistent manner
- Increase intra- and inter-rater reliability

### Program Description

Participants are divided into small groups of six to eight, working around learning maps at

individual tables. Applause begins by having participants discover and discuss the ideal sequence of performance management steps for both managers and performers. Participants build a model for achieving superior results, reinforcing the concept that effective performance management is a year-long activity with critical milestones/steps along the way. In building this model, careful consideration is given to addressing performance management from the perspectives of both the performer and the manager.

Participants discuss great managers' best practices for performance conversations, particularly those that take place during the mid and end-of-year performance review periods. Participants listen to and evaluate audiotaped appraisal meeting vignettes in which managers and performers discuss performance expectations and results, identifying gaps and applying best practices.

The next elements of the program are completely customized around the client's performance management tools. A custom, multilayered case is designed to help participants build greater knowledge and understanding of their organization's competencies and expected behaviors. Participants practice assigning ratings and come to appreciate the challenges of intra- and inter-rater reliability. They reaffirm the importance of documenting, coaching, and observing performance throughout the entire year in order to produce mid-year reviews

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and annual performance appraisals that are objective and actually result in rewarding and recognizing and/or changing behavior relative to important business needs.

The next activity focuses on “difficult conversations.” Even when using the best management skills, it is sometimes necessary to deliver difficult messages. Participants share their own best practices for making those conversations as productive and objective as possible.

Finally, participants practice delivering a year-end performance review conversation. Applying the skills developed earlier in the day, they practice building agreement on current performance, addressing difficult situations and personnel issues, identifying and communicating ideas for improved performance, and personal development plans.

## Audience

All managers responsible for the personal development and performance results will benefit from Applause.

## Implementation and Customization

Applause is implemented in a full day session requiring one trained facilitator per four teams of six to eight people each. Case studies are customized to reflect organizational issues and culture, key market issues, and coaching gaps. Coaching scenarios that support the case study are also customized. Specific performance appraisal language, forms, process, and best practices may also be integrated into the learning experience.

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