



Day One:

8:00 – 8:30 am Continental Breakfast

8:30 – 9:45 am Program Overview/Introduction

Our program will start with an overview of the four steps toward High Performance:

1. Describe why continual learning is a critical Leadership skill
2. List five key habits of continual learners
3. Apply these ideas to their own personal leadership development plan

These steps form the content blocks for the modules of our training camp. We will also present the tools/techniques being used throughout the program, most especially the templates for applying what is learned and guiding subsequent action. Of course, we'll also start our program by clarifying the specific learning objectives of attendees.

9:45 – 10:00 Break

10:00 – 11:00 Defining Performance Expectations

During this module, we will explore several of the key aspects of establishing a good understanding of what performance means. Without establishing such a baseline, performance can't effectively be managed... and true talent can't rise to the top.

Learning Objectives:

- Identify competency models and performance expectations -- how to clarify what is needed from the organizational perspective and capture that for hiring, performance management, and developmental purposes
- Define the performance/potential balance – how to make the critical distinction between performance and potential, since this drives both performance management and key decisions in talent management

11:00 – 11:30 am Break

11:30 am – 12:15 Defining Performance Expectations (cont.)

We'll continue our discussion of ways to define performance expectations by looking at two additional aspects. In this module we will also include role playing in teams and will have program attendees share stories from their experience.

Learning Objectives:

- Interview and select the best employees – since job descriptions should take into account both competency models and performance expectations, we'll discuss how to use both to more effectively interview and select the best employee
- Recognize drivers of performance and underperformance - people often talk about the drivers of performance and ignore the drivers of underperformance, so we'll look at both as setting the stage for managerial action

12:15– 1:30 pm Lunch

1:30 – 3:00 pm Engaging Employee to achieve high performance

During this afternoon, which will be very “hands-on”, allowing attendees to explore ways to apply a range of approaches that truly engage employees.

Learning Objectives:

- Discuss how engagement drives performance – we’ll make this important strategic connection between engagement and performance before looking at specific techniques
- Use recognition and motivation to engage employees – what kinds of recognition and motivation work best, and for which kinds of employees? We’ll discuss some key concepts – and some new ones -- and provide attendees with opportunities to ‘try out’ their uses in business scenarios
- Explore coaching & mentoring – when and how do coaching and mentoring help increase engagement? We’ll look at some best practices are and consider how those might be refined or applied for attendees’ use.

3:00 – 3:30 pm Break

3:30 – 5:00 pm Engaging Employees (cont.)

We’ll finish up the day by discussing two additional, important aspects of engaging employees. At the end of the day, attendees will complete templates that will capture the ideas they will be able to adapt in their organizations. Attendees will have a chance to share some ways that they already envision applying what they’ve learned.

Learning Objectives

- Improve poor morale – how can you recognize a disengaged employee and what can you do to turn around poor morale? These are some of the questions we’ll explore in this important module
- Manage a distance workforce – more work is being done by people working apart from each other, so managers must know how to engage those employees and ensure that their performance meets expectations. This module will take us into some interesting new territory.

5:00 – 6:00 pm Cocktail Reception

Day Two:

8:00 – 8:30 am Continental Breakfast

8:30 – 10:00 am Enhancing Managerial Skills... to better enable performance

This morning we will be “hands-on” again, looking at how managerial skills can be enhanced. We’ll start with the critical area of communications – theory and practice. Working in teams, we’ll try out some of the approaches being discussed.

Learning Objectives

- Give performance feedback – do you or your managers know how to give performance feedback? Although it’s critical to managing high performance, it often isn’t done well.

We'll look at the most important techniques and try using some in role-playing teamwork.

- Discuss difficult conversations – are you ok at giving positive feedback by struggling to give negative feedback, or have a difficult conversation about an employee's career? We'll share some tips and guidelines for more effective communications.

10:00 – 10:30 am Break

10:30 - 12:00 pm Enhancing Managerial Skills (cont.)

Learning Objectives:

- Host a productive 20 minute meeting – being a good manager entails respecting the time of your employees; attendees will actually hold a 20 minute meeting and then draw up a list of the 10 things to do to improve such meetings!
- Drive top notch performance – do you know how you can really drive top performance? We'll share some ways to notice when a good performer is on the verge of becoming a top notch performer and some specific things that managers can do to help employees cross that performance threshold.

12:00 – 1:30 am Lunch

1:30 – 3:00 pm Retaining High Performers

Even if you've done the up-front planning, and paid appropriate attention to the needs of employees as they are developing, retention is not necessarily a given. During this final module, we will look at several additional ways to improve the likelihood of retaining key talent or high performers.

Learning Objectives:

- Model high performance behavior – we know that leaders develop leaders, so let's see how modeling high performance behavior leads to others performing at their peak; here, too, we'll work with scenarios in teams to probe for what works best
- Pay for performance – how is pay for performance being used now? Can it really provide a hook for retention, especially of high performers? We'll explore what some companies are doing and their challenges.

3:00 – 3:30 pm Break

3:30 – 5:00 pm Retaining High Performers (cont.)

We'll finish up the day – and the workshop – by looking at some new thinking and important additional considerations regarding high performers. Then we'll close out our program with some group discussion and sharing of templates, to kick-start the application of ideas in attendee organizations. This will allow attendees to leave with a few potential 'to do's."

Learning Objectives:

- Discuss generational differences and retention – with several generations in the workforce now, it isn't possible to take just one approach to retention. What do you need to know about the drivers of retention for different generations?
- Implement sensitivity to life/work balance

5:00 pm Adjourn