Strategic Management Performance system
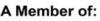
نظم ادارة وقياس الاداء الاستراتيجي

04 – 08 February 2019

London / United Kingdom

Introduction

Organizational models that predicts behavior and performance consequences is needed, one that deals with cause (organizational conditions) and effect (resultant performance).

In contrast, the subject of this article, the Burke-Litwin model, is more than merely descriptive and congruent; it serves as a guide not only for organizational diagnosis but also for planned, managed organizational change.

Two primary risks were inherent in developing this causal model of organizational performance. First, "what causes what" could ultimately be wrong (although substantive theory and some research evidence have been encouraging). Second, narrowing the choices of causal factors might ignore some significant organizational variables.

The concepts of organizational climate and culture and a description of the Burke-Litwin model will be described in the course, including suggestions for ways to use the model.

Objectives

At the end of this course, trainees will be able to:

- Tell why it is important to measure performance accurately.
- Observe and describe performance accurately.
- Makes performance discussions easier and more useful to acknowledge contributions and improve performance
- Know what is MBO and how it is linked to performance
- Know How to Analyze Performance Problems
- Improve the effectiveness & efficiency of the organization
- Align the employee's work behaviors & results with the organization's goals
- Improve the employee's work behaviors & results

Who Should Attend?

Managers, supervisory level and team leaders.

Course Outline

A Causal Model Of Organizational Performance

- Background: Climate And Culture
  - Climate
  - Culture
- The Model
- Transformational And Transactional Dynamics
  - External Environment.
  - Mission And Strategy..
  - Leadership.
  - Culture.
  - Structure.
  - Management Practices.
  - Systems.
  - Climate.
  - Task Requirements And Individual Skills/Abilities.
  - Individual Needs And Values.
  - Motivation.
  - Individual And Organizational Performance.
  - Climate Results From Transactions; Culture Change Requires Transformation
  - Using The Model: Data Gathering And Analysis
  - Preliminary Support For The Model's Validity
- Conclusions
- References

Performance Measurement
Performance Management Cycle
Functions of Performance Appraisal

- Employee Development Tool
- Administrative Tool

Types of Performance to Measure

- Results-based (results-oriented): measure the results produced by the employee
- Behavior-based (behavior-oriented): measure the employee's behaviors
- Trait-based: measure the employee's abilities and other personal characteristics

Performance Appraisal Methods
- Objective Measures: measure performance in terms of things we can see and count

Performance Raters

Performance Feedback

7 Steps in the Performance Evaluation Process

Why Performance Evaluations???

Evaluations Tips for : Supervisors- Employees

Developmental Areas

Performance SMART Goals

Effective Feedback Is…

Rating Pitfalls to Avoid

Top Ten Reasons for a Performance Measurement System

1: Assessment of the Performance Challenge

2: Performance Management Strategy
1. What is Performance Management?
2. Performance Management System Goals
3. The Balanced Scorecard Methodology
4. The Four Perspectives of the Balanced Scorecard
5. Implementing a Balanced Scorecard

3: How to Establish Performance Measures
1. Define Organizational Vision, Mission, Strategy
2. Develop Performance Objectives, Measures and Goals
3. Evolve with Experience

4: Establishing Measures for a performance measurement System
1. Customer Perspective
2. Finance Perspective
3. Internal Business Processes Perspective
4. Learning and Growth Perspective

5: Data Collection
1. Basic Principles
2. Survey Methodology

6: Moving from Performance Measurement to Performance Management
1. Right Organizational Structure 2
2. . Using Performance Measurement Results to Effect Change

7: Building and Maintaining a BSC Knowledge Repository
1. Need for Maintenance
2. Agency Flexibility
3. Sharing Best Practices
4. Outreach Efforts
5. Future Endeavors

GOAL ANALYSIS

Steps to goal analysis System
1. Commit the goal to paper.
2. Brainstorm and record all possible criteria that a person must meet in order to achieve the goal.
3. Refine the list of criteria.
4. Restructure the list of criteria into complete sentences.
5. Ask whether someone who met the specified criteria would have achieved the goal.

Goal Analysis Process
- STEP ONE: WORDS ON PAPER
- STEP TWO: "OPERATIONALIZATION" OF GOALS
- STEP THREE: REFINEMENT
- STEP FOUR: REWRITE CRITERIA AS COMPLETE STATEMENTS
- STEP FIVE: THE FINAL ANALYSIS

THE USE OF BEHAVIORALLY BASED SCALES IN PERFORMANCE APPRAISAL
- Development of Criteria
- BES, BARS, AND BOS
  - Developing BES
    - Phase I: Development of Performance Dimension
    - Phase II: Development of Critical Incidents
    - Phase III: Retranslation
    - Phase IV: Scale Development
    - Phase V: Final Scale Development
  - Developing BOS
- BES AND BOS: ADVANTAGES AND DISADVANTAGES
- ADDITIONAL USES FOR BEHAVIORALLY BASED SCALES
  - Recruitment, Selection, Placement, and Socialization
  - Evaluation
  - Training and Development
  - Promotion and Transfers
- SUMMARY

ENCOURAGING MANAGERS TO DEAL WITH MARGINAL EMPLOYEES

- A PERFORMANCE-ANALYSIS MODEL
- MANAGERS AND THE MARGINAL EMPLOYEE
- THE ROLE OF THE CONSULTANT
  - The OD Sequence
    1. Does the individual know that he or she is performing marginally?
    2. How has the manager or organization justified the retention of marginal employees? Necessary, perhaps limited, but adjustable aspects of the organizational system.
    3. What is the organization doing to reward productivity and discourage marginal performance?

Case study in performance appraisal

Training Method

- Pre-assessment
- Live group instruction
- Use of real-world examples, case studies and exercises
- Interactive participation and discussion
- Power point presentation, LCD and flip chart
- Group activities and tests
- Each participant receives a binder containing a copy of the presentation
- slides and handouts
- Post-assessment

Program Support

This program is supported by interactive discussions, role-play, case studies and highlight the techniques available to the participants.

Schedule

The course agenda will be as follows:
- Technical Session   08.30-10.00 am
- Coffee Break   10.00-10.15 am
- Technical Session   10.15-12.15 noon
- Coffee Break   12.15-12.45 pm
- Technical Session   12.45-02.30 pm
- Course Ends   02.30 pm

Course Fees*

- **3,950USD**
  VAT is Excluded If Applicable

مقدمة

هناك حاجة إلى نماذج تنظيمية تتنبأ بسلوك وعواقب الأداء، والتي تتعامل مع السبب (الشروط التنظيمية) والتأثير (الأداء الناتج).

في المقابل، فإن موضوع هذه المقالة، نموذج بورك-يتوين، أكثر من مجرد وصف ومطابق؛ إنه بمثابة دليل ليس فقط للتشخيص التنظيمي ولكن أيضًا للتغيير المنظم والمدار.

كان هناك خطران أساسيان في تطوير هذا النموذج السببي للأداء التنظيمي. أولاً، "ما الذي يسبب ماذا" يمكن أن يكون خاطئًا في النهاية (على الرغم من أن النظرية الموضوعية وبعض الأدلة البحثية كانت مشجعة). ثانيًا ، قد يؤدي تضييق خيارات العوامل السببية إلى تجاهل بعض المتغيرات التنظيمية المهمة.

وسيتم وصف مفاهيم المناخ التنظيمي والثقافة ووصف نموذج بورك-يتوين في الدورة، بما في ذلك اقتراحات لطرق استخدام هذا النموذج.

الاهداف

في نهاية هذه الدورة، سيتمكن المتدربون من:

- الاطلاع على سبب أهمية قياس الأداء بدقة.
- مراقبة ووصف الأداء بدقة.
- جعل مناقشات الأداء أكثر سهولة وأكثر فائدة في الاعتراف بالمساهمات وتحسين الأداء
- معرفة ما هي MBO وكيف ترتبط بالأداء
- معرفة كيفية تحليل مشاكل الأداء
- تحسين فعالية وكفاءة المنظمة
- قم بمحاذاة سلوكيات ونتائج عمل الموظف مع أهداف المؤسسة
- تحسين سلوكيات عمل الموظف ونتائجه

الحضور

هذا برنامج ممتاز للقيادة الفعالة وتحفيز الناس وإدارة الضغوط في اماكن العمل لذلك فهو مرشح لجميع القادة والمديرين والموظفين الذين لديهم امكانات للحصول على ترقية في جميع المهن في كل من المنظمات الخاصة أو الحكومية، أو الشركات المحلية أو المتعددة الجنسيات.