

## LEADING PERFORMANCE PROGRAM DESIGN

### Program Intention

The program intention is to enable leaders to learn what constitutes performance, gain awareness into their own orientation to achieving performance and gain insights to releasing performance in others.

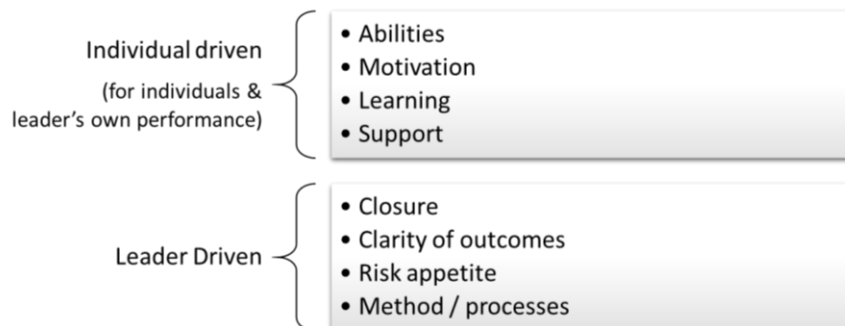
### Program Objectives

By the end of the program participants will be able to:

- Understand what is performance and the drivers underpinning performance
- Learn the leader's role in leading performance
- Internalise the key drivers to human performance
- Understand the structure to translate business plans to performance outcomes
- Gain personalised awareness and insights into their orientation to achieving performance for self and others

### Program Anchors

- Leading performance is a function of:



- Relating individual performance to the larger institutional performance
- Leading performance initiated from "Know What" and "Know How"
- Understanding that "Do What" and "Do How" is dependent on "Know What" and "Know How"
- Importance of setting standards and outcome expectations in an unambiguous manner
- Importance of assessment and building abilities appropriate to assignment of performance goals
- Ability as a function of Knowledge, Skill, Commitment to the outcome and Application of Learning

## Leading Performance

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- Learning as a function of Structured Practice/experimentation, engaging with the issue, Seeking and Acting on Feedback, Corrective actions, Discipline and Focus
- Motivation as a function of Expectancy, Valence and Instrumentality. Vroom's model.
- Understanding the relationship of motivation to performance
- Gaining access to releasing discretionary efforts (stretch) in others
- Leading reviews focused on diagnosis and corrective actions
- Nurturing through feedback, coaching, counselling and mentoring
- Nurturance as a function of the leader's Intent and personal energy
- Role of the leader in balancing tasking-tending-trusting (Tripod of work – based on BLOSS work) to release performance in others

### Leading Performance Profiler

The program offers personal insight to the participants through a profiler which is anchored on the proprietary framework of:

- Leading performance as initiated from "Know What" & "Know How"
- Shaping performance outcomes by engaging with "Do What" & "Do How"
- The Leader's Performance ethos

The participants gain insights around their orientations to manage people performance behaviours distinguished as:

- a. **Leading Performance Behaviours:** *Greater reliance on the leadership ability of the leader viz. ensuring clarity of outcomes, ownership for outcomes, accountability for outcomes, clarity of plans and methods, building capabilities & pro-active course corrections to deliver superior performance*
- b. **Monitoring Performance Behaviours:** *Greater reliance on the environment viz. constraints, roadblocks and impediments that may hamper performance*
- c. **Letting Performance Happen Behaviours:** *Greater reliance on the system viz. Passive belief that freedom to act, goals, rewards and demanding number delivery will take care of performance*

### Pedagogy

The Pedagogy will be a combination of experiential and conceptual sessions. The proprietary profiling tool helps participants gain awareness to their orientation to achieving performance. This is supported by structured exercises, cases and films.

The program needs 30 hours to achieve the objectives.