

PROGRESSIVE PERFORMANCE MANAGEMENT

Future proofing your organisation with an innovative feedforward model



Book now
to save much more off the Regular Price!

KUALA LUMPUR

29-30 APRIL 2019

SINGAPORE

2-3 MAY 2019

MALAYSIA: UP TO RM 2,600 CLAIMABLE under HRDF – SBL scheme
See Page 7 for more details

Bonus for delegates:

Exclusive Continuing Executive Education Certificate of Completion awarded by Schulich School of Business, York University, Canada
- A minimum of 70% pass in the course assessment and 90% course attendance are required

LEARN HOW TO

1. Identify why conversations and coaching have not changed employees' behaviours
2. Understand the three critical components of an effective agile performance management system
3. Ascertain if agile performance management without a formal annual review is appropriate for your organisation
4. Create a calibrated understanding of behavioural competencies between manager and direct report
5. Set meaningful and fair systems that sustain motivation and discretionary effort
6. Look into the future and build an engaging feed forward dialogue based on expected future performance
7. Achieve measurable ROI with a forward-focused performance process that supports business effectiveness
8. Enhance the link between attainment of employee objectives and increased engagement, retention and productivity

HR Masterclass Series is brought to you by *Human Resources*

www.hr-masterclass.net

Contact: [Kuala Lumpur] Adrian Ray | +65 6423 0329 | adrianr@humanresourcesonline.net
[Singapore] Renamel Torres | +65 6423 0329 | renamelt@humanresourcesonline.net

ABOUT YOUR COURSE TRAINER



David Cohen

Founder of DS Cohen and Associates based in Toronto, Canada

- Seasoned management consultant and educator specialised in HR, Employee Engagement, Organisational Culture, Performance Management, Career Planning and Leadership Development
- Much sought-after speaker and trainer on Talent Management and Organisational Culture, speaking at conferences and training workshops on five continents, including those in Singapore, Malaysia, India, Dubai, USA, Canada etc.
- Award-winning HR thought leader and author of the books “*The Talent Edge: A Behavioural Approach to Hiring, Developing and Keeping Top Performers*” and “*Inside the Box: Leading with Corporate Values to Drive Sustained Business Success*”
- Over 30 years of consulting experience working with organisations around the world in Southeast Asia, India, North America, Africa, Europe and the Caribbean
- Adjunct Lecturer of Continuing Executive Education at the Schulich School of Business at York University and School of Business, IT and Management at Durham College, Canada

PAST TESTIMONIALS OF THE COURSE TRAINER

“The session with David was informative, interactive and provided real-world ways to demonstrate why we still have not defined our behavioural competencies accurately.”

– **Senior Talent Management Leader, Amazon**

“I have learnt a lot from David and benefited greatly from this course. Thumbs up!”

– **Head of Talent Acquisition, BASF Asia-Pacific**

“David is a knowledgeable trainer who is very well versed in the subject matter. He gave us lots of up-to-date insights on Talent Management practices.”

– **Talent Recruitment Director, BDO Malaysia**

COMPANIES THAT HAVE BENEFITED FROM DAVID'S EXPERTISE

- AirAsia
- AmBank Group
- Axiata Group
- BASF Asia-Pacific
- BDO Malaysia
- Charles & Keith
- Estee Lauder
- Genting Berhad
- Malaysia Airports Holdings Berhad
- Marina Bay Sands
- Maybank
- Ministry of Manpower Singapore
- Mount Elizabeth Hospital Singapore
- PETRONAS
- Prime Minister's Office Singapore
- RHB Bank
- Sanofi
- Securities Commission Malaysia
- Shell Malaysia
- Sime Darby Berhad
- Singapore Press Holdings
- SingTel
- SPRING Singapore
- Standard Chartered Bank
- Tan Tock Seng Hospital Singapore
- Telekom Malaysia

And many more organisations around the world in both the private and public sectors

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WHY YOU SHOULD ATTEND

“76% of global business and HR leaders said they have reinvented Performance Management to be more continuous, yet 91% of companies still follow the utterly conventional practice of conducting salary reviews only once a year or even less.”

- *Deloitte's 2018 Global Human Capital Trends*

What is the purpose of your performance management process? Is it designed to motivate employee performance, rewards and organisational effectiveness to meet business needs? If it is intended to produce these desired results, you are in good company. Yet, most leaders and employees lament that their performance management processes fail a great deal of the time. These processes frequently end up catching people doing something wrong, resulting in employees feeling demotivated. This should be stopped and moved to a feedforward process that enables employees to be successful in meeting their future commitments.

It is time to assess the usefulness of your performance management system. It is not adequate to update the number of times you require managers to meet with direct reports, yet keep your Likert scale that does not work for you or your employees. Furthermore, why are you attempting to follow the crowd with "agile" performance management when it might not be right for your firm's or geographic culture? Too many organisations around the world have jumped on the "agile" performance bandwagon without taking into account the impact on their firm's culture. Furthermore, there has been little attention given to understand the effects of geographic culture and the entire process of feedback. What works in one part of the world might not work the same in different geographies. It is vital to be sensitive to the local cultural issues when building any employee-friendly talent management process.

Our two-day in-depth course on performance management will both challenge your thinking regarding the appropriateness of "agile" performance management for your company while providing new insights and ideas to ensure that the performance dialogue and interaction between a manager and a direct report is meaningful, honest and impactful. This approach that builds both trust and respect has a proven ROI for the company as measured through increased productivity, engagement and higher rates of retention.

Led by a subject matter expert who has comprehensive knowledge of performance management, Dr. David Cohen, this workshop is designed for the benefit of both HR leaders and line managers who wish to know precisely how to implement an employee performance system underpinned by meaningful business objectives and behavioural competencies, as part of an overall value-added performance development (VAD) approach.

WHO SHOULD ATTEND

Directors, Managers, Team Leads and Executives in the following functions:

- Human Resources
- Performance Management
- Compensation and Benefits
- HR Business Partners
- Human Capital Management
- Talent Management
- Line Managers

And all other professionals who wish to learn how to develop their skills and implement an effective and practical employee performance system

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COURSE OUTLINE - DAY 1

TIME	AGENDA
8.45 am	Registration
9.00 am	Introduction and Networking 1. Is Performance Management working for you? We will explore the reputation of performance management in organisations and how this reputation has been gained. Is your performance process based on a talent philosophy that is owned by your CEO and C-suite? Learn why this is essential to a successful process. Learn the questions to ask leaders in order to articulate a talent philosophy specific to your company. <ul style="list-style-type: none">• How effective are current practices in meeting the purpose of performance management?• Purpose, importance and place of performance management in your organisation as a business activity• Why are these key factors for a successful performance process - objective setting, behavioural competencies, development planning, local cultural and geographic norms?• What makes performance management a business activity and an integrated aspect of talent management?
10.30 am	Break
10.45 am	2. Understanding the Current Performance Culture in general and within your organisation We will now examine how talent management fosters retention, engagement and productivity. The key to a successful performance management and development process is to be aligned with your organisational values, with the local geographic culture as the very foundation of your belief system. <ul style="list-style-type: none">• Do you have two cultures at play: An overt and covert culture competing with each other? How does this impact your performance development process?• Expressing a behaviour as an authentic action aligned with your values and business strategy• Are the dynamic changes happening to performance management counter-cultural to Southeast Asian culture?• Cultural dynamics that will guide those in positions of authority to successfully provide meaningful feedback <p>Activity: Examining your current performance feedback/management climate and drafting key questions you need to ask to learn more about how your employees perceive the place of performance management in your organisation</p>
12.30 pm	Lunch
1.30 pm	3. Aligning Performance Improvement with your Authentic Company Culture and Strategic Business Plan The practical and critical aspects of a performance program aligned with company culture and business plans involves specific skills, knowledge and behaviours. Building a calibrated understanding of values and behavioural competencies among managers is difficult. Behavioural expectations are the key to a successful performance improvement process. <ul style="list-style-type: none">• Understanding the difference between competence and behavioural competencies• Identifying behaviours that are relevant, appropriate and essential for success• Developing or modifying your organisation's competencies framework so it resonates with your employees• How can you objectively monitor and measure abstract behaviours based on facts? <p>Activity: Internal Validation of behavioural competencies – Using examples of your current behavioural competencies model, create a plan to have these competencies internally validated by your employees. Delegates will also receive a series of activities for managers and employees to ensure mutual understanding of the values and behavioural competencies.</p>
3.00 pm	Break

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3.15 pm

4. Setting Relevant Individual Objectives and Goals

This section of the course will cover how to develop meaningful goals for employees that are owned by employees. How do you avoid managers giving acceptable performance ratings because they feel the employee successfully blamed someone else or made an emotional excuse for not meeting commitments? How do you transform the goal setting process so that it is both meaningful and owned by the individual employee?

- What is and why is "Line of Sight" essential to set meaningful objectives and goals
- Differences between job description expectations and business objectives
- Is the concept of SMART objectives working for your organisation? If not, what will work?
- One thing people like is autonomy. How would you set goals so employees feel they have the independence?
- Setting up a monitoring and measuring process without micro-managing to ensure commitments are on track
- Pros and cons of weighting "objectives and goals" vs. "behavioural competencies"

Activity: Working with your current goals and learning how to use the concept of "line of sight" to change the way you create goals so they have meaning for employees. The weighting of business objectives vs. behavioural competencies will also be discussed.

5.00 pm

End

COURSE OUTLINE - DAY 2

TIME	AGENDA
8.45 am	Registration
9.00 am	<p>5. Focused Development Planning</p> <p>If behaviours are crucial to how employees accomplish their outcomes, why do managers have difficulties developing plans that influence behaviour change in employees? They have to understand how to align a development plan to the desired behaviours in order for the job to be completed correctly. What needs to be done so the requirement for change is effective?</p> <ul style="list-style-type: none"> • The four learning styles and how each impacts what the foundation for a development plan should be • Development activities that are cost effective and easy to implement • Critical elements of a development plan, who is accountable for the success of the development plan? • Responsibilities of the talent management / human resources function vs. the manager and employee <p>Activity: Using a development guide template and taking one behavioural competency that needs to be developed, delegates will complete the development plan based on having a development planning guide for one of the competencies. This will give delegates an opportunity to apply the learning style knowledge effectively.</p>
10.15 am	Break
10.30 am	<p>6. The Rating Scales, Compensation Conundrum, Using Bell Curves, Self-Assessments & 360° Feedback</p> <p>We have found that the usage of the bell curve or forced distribution is a bust, causing employees to avoid teamwork and creating internal competition. If people don't work for a bonus or financial rewards, why do these concepts persist? What needs to change?</p> <ul style="list-style-type: none"> • Eliminating the annual rating scale - have you tried it and is that acceptable to your employees? • The Likert Scale and Behavior Anchored Rating Scales (BARS) • Forced distributions (the Bell Curve) and why it doesn't work • Self-assessments - do they cause stress or make a lazy manager's job 'easy'? • Why using 360° feedback in the performance management process causes a severe system failure <p>Activity: Comparing your company rating scale to what you have learnt and raising critical questions to consider when motivating employees to give discretionary effort and steps you need to take in utilising 360° feedback.</p>
12.30 pm	Lunch

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1.30 pm	<p>7. Preparing for a Dialogue with a Direct Report</p> <p>Has training on conducting difficult conversations or coaching for performance improvement worked? Here the discussion continues on the force that geographic culture has based on the considerable power distance in Southeast Asian culture vs. the close distance of the West. If conversations and coaching are not working for you, why? What are the differentiating points of holding a dialogue and why might that provide an answer?</p> <ul style="list-style-type: none"> • Impact on the geographic culture of the relationship between employees and how that impacts exchanging ideas and speaking with one another • What differentiates holding a conversation, from coaching and from holding a dialogue? • Raising the consciousness of managers about their unconscious personal biases (elimination of self-talk) • Requiring managers to focus an employee on meeting their respective accountabilities and not accepting excuses and placement of blame on others as acceptable performance outcomes • Ensuring adequate communication and training for both managers and individual contributors <p>Exercise: Using the learning on dialogue and conversation, delegates will participate in an exercise to conduct a discussion first with a "direct report", then having the same exchange through a dialogue with a 'direct report.'</p>
3.00 pm	Break
3.15 pm	<p>8. Applying Design Thinking to Performance Management</p> <ul style="list-style-type: none"> • Implementing changes to your performance management process using the concept of Design Thinking • Conducting a fair and meaningful calibration meeting between managers even if your organisation is not using ratings • The optimal timetable to use to support a process to improve performance for their respective organisations <p>Case Study: How IBM successfully implemented changes to their performance management process worldwide within a relatively short period of 9 months</p> <p>Conclusions and Follow up Recommendations</p>
5.00 pm	End

Progressive Performance Management		
Location	Kuala Lumpur	Singapore
Dates	29-30 April 2019	2-3 May 2019
Price Per Person	<p>Pre-Early Bird: USD 1,100 (on or before 18 March)</p> <p>Early Bird: USD 1,500 (on or before 1 April)</p> <p>Regular Price: USD 1,900 (after 1 April)</p>	<p>Early Bird: SGD 2,000 (on or before 18 March)</p> <p>Early Bird: SGD 2,300 (on or before 1 April)</p> <p>Regular Price: SGD 2,800 (after 1 April)</p> <p>*Excluding GST</p>
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Rebates under Government Schemes	<p>Malaysia – Under the Human Resources Development Fund (HRDF), registered employers can claim rebates for trainings conducted by an overseas trainer/ training provider. For more information, please visit http://www.lighthousemedia.com.sg/HRMY_HRDF.pdf</p>	
Amendment / Cancellation Policy	<ol style="list-style-type: none"> 1. All bookings are final. 2. Should you be unable to attend, a substitute delegate is welcome at no extra charge. 3. HR Masterclass Series cannot provide any refunds for cancellations. 4. HR Masterclass Series reserves the rights to alter the programme without notice, including the substitution, amendment or cancellation of trainers and/or topics. 5. HR Masterclass Series is not responsible for any loss or damage as a result of a substitution, alteration, postponement or cancellation of the event. 	

ABOUT HR MASTERCLASS SERIES

As the training division of *Human Resources*, HR Masterclass Series takes a proactive role in organising a regional series of public and in-house training courses across Asia. Together with our conferences and awards shows, these courses form part of a complete suite of events specifically tailored for senior HR professionals.

Courses are conducted in a personalised and interactive workshop setting with practical case studies and exercises from our expert trainer. Delegates will take away global best practices, fresh ideas and customised solutions for implementation back in their organisations.

HR Masterclass Series is committed to being a trusted learning partner of HR practitioners throughout Asia.

Past HR Masterclass Series Delegates were from:

- ABB
- AEON Credit Service
- AirAsia
- Alliance Bank Malaysia
- Allianz Insurance
- AstraZeneca
- ASTRO Malaysia
- Bank Negara Malaysia
- Bumi Armada
- Canon
- CapitaLand
- Carrier International
- DHL
- DSO National Laboratories Singapore
- Ericsson
- FMC
- Fuji Xerox
- Fujitsu Asia
- Gamuda
- Gucci
- Hilton Hotels & Resorts
- Hong Kong Jockey Club
- International SOS
- Kantar Health
- Malaysia Airlines
- Malaysia Airports Holdings
- MasterCard
- Maxis Mobile
- McCann Erickson
- MediaCorp Singapore
- National Australia Bank
- NetApp
- NCS
- PETRONAS
- Prudential
- S P Setia
- Sands China
- Schneider Electric
- Sime Darby
- Singapore National Eye Centre
- Singapore Press Holdings
- SMCP Hong Kong
- SME Bank Malaysia
- StarHub
- Suntec Singapore
- Telekom Malaysia
- Tenaga Nasional Berhad
- The Walt Disney Company
- Tune Hotels
- United Overseas Bank (UOB)
- VADS Berhad
- Volvo
- WorleyParsons
- Yale-NUS College
- Yokogawa Engineering
- Zurich Insurance

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