

Goal Setting—Course Overview

At the end of the goal-setting process employees should have clear accountabilities and see how their work impacts organisational objectives and individual rewards

- Are managers within your organisation able to articulate how their employees goals directly link to the organisation's priorities?
- Do managers within your organisation support employees through the goal setting process?

For the Process of Goal-Setting to be Successful:

- Organisational values, key goals, and priorities must be communicated, even if they are not set in stone
- Performance measures must be aligned with business objectives to build "line of sight"
- Managers involve employees in the goal-setting process (by, at the least, jointly deciding *how* goals are achieved)
- Managers share the rewards system with employees so they have directional guidance on how goal attainment leads to rewards

Goal Setting Course Outcomes:

As a manager you will be able to ensure that...

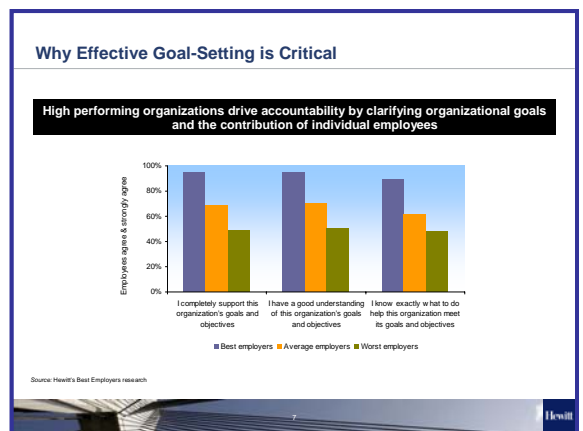
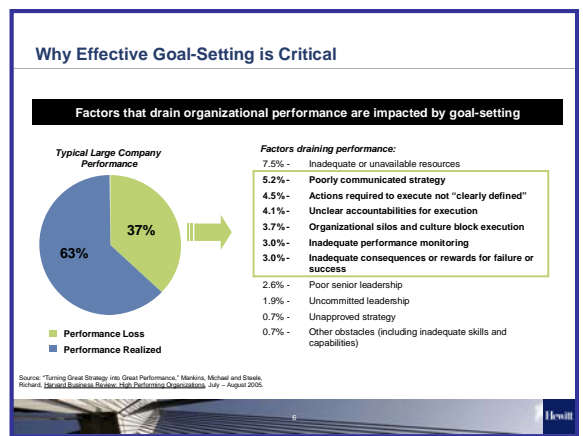
- Employees can articulate specific strategic goals, values and current organisational challenges
- Employees understand how their work impacts organisation outcomes
- Employees buy-in to their individual goals and feel motivated to achieve them
- Employees understand how goal attainment leads to their rewards

To speak with one of our Talent and Performance Consultants, call:

Sydney: +61 (0) 2 9247 8066

Melbourne: +61 (0) 3 9614 6100

infoaustralia@hewitt.com



Coaching & Feedback—Course Overview

Giving feedback and performance coaching are not a one-off activities that occur during a performance review meeting at the end of the year. Performance coaching needs to be delivered as a continuous, pro-active dialogue circling through the daily activities in order to have a real impact.

- Do managers in your organisation think that feedback means telling people that they have done a “good job”?
- Are managers within your organisation comfortable with having “difficult” conversations?

Effective Coaching Should:

- ✔ Build relationships based on open communication and trust
- ✔ Motivate and provide direction for employees to contribute at higher levels
- ✔ Help employees check on progress toward goals
- ✔ Provide input into employee’s growth and development
- ✔ Recognise employee contribution

Coaching & Feedback Course Outcomes:

As a manager you will be able to...

- ✔ Help solve problems without taking over
- ✔ Make quick corrections constructively
- ✔ Counter potential distractions from the goal
- ✔ Acknowledge good work with real recognition
- ✔ Adapt your coaching feedback style to reflect differing needs of your employees
- ✔ Utilise coaching techniques used by Hewitt globally

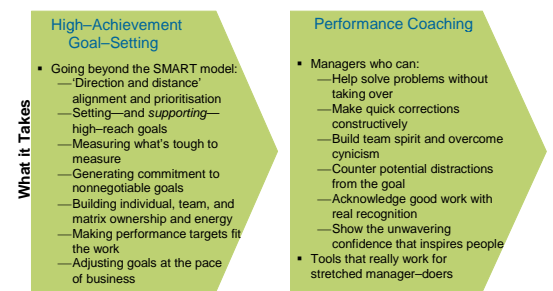
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Accountability for the Right Results —What Makes the Difference?



Providing Performance Feedback and Coaching



The Critical Path to a High Performance Workforce —Creating the Conditions for People to Excel

Across the Organisation, We Have to Get Three Things Right...

- 1 Accountability for the Right Results** Everyone working on what’s important, getting it done, and playing by the rules
- 2 Trust Earned One Person at a Time** The people we depend on feel valued and confident, ready to give their best
- 3 Opportunity for Impact and Growth** Skill-building in every assignment and job, guided by business needs

... Powered by a management team clear about what’s at stake and capable of getting it done

Developing Others—Course Overview

Development is not a new concept. We know how important it is for business success so why do we find it so hard to do?

- Do managers in your organisation think that development is just about sending employees on training courses?
- Do managers within your organisation understand the difference between a 'performance discussion' and a 'development discussion'?
- Are all employees clear on the steps they need to take to be ready for their next role?

Successful Development Should Involve:

- Stretch beyond comfort zone to challenge current experience and skills
- Gathering critical experience that increase readiness for progression
- Learning or enhancing skills to drive individual performance that contribute to the achievement of the organisation's goals
- Practice handling difficult situations
- Building relationships with peers, management, customers
- Exposure to other people and functions

Developing Others Course Outcomes:

As a manager you will be able to...

- Understand the value of development and development planning
- Understand your role as a manager in the development process
- Create/identify development opportunities for your employees by utilising all of the tools at your disposal
- Have more constructive conversations with your and equip them to drive their own development

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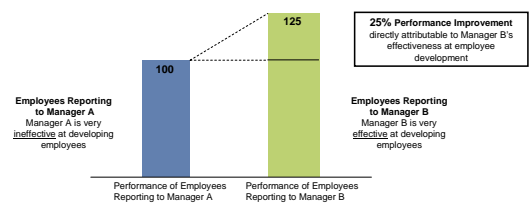
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The Impact of Development

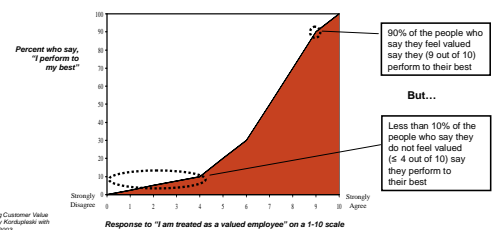
Opportunity for impact and growth is a priority for effective managers



Source: Learning and Development Roundtable 2003 Employee Development Survey

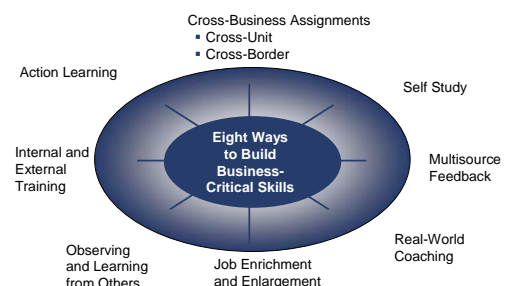
The Value of Trust

The ultimate success of any performance and development framework is the result of meaningful, authentic, business-focused, conversations with managers



Source: Mastering Customer Value Management: Ray Kassar with Janice Simpson, 2003

Development Options Dashboard



Source: Mastering Customer Value Management: Ray Kassar with Janice Simpson, 2003