

Workshop outline · Leading people

# Managing Performance.

Make performance talks a working partnership that runs all year. Managers learn a structure for setting objectives, checking in, and handling the difficult conversations.

For  
Anyone who conducts performance talks through the year.

Format  
One day. In person or live virtual.

## What it is for.

Managing performance is a partnership between two people, the manager and the team member, and it should not happen once a year. Done through the year, performance improves, achievements are recognized in time, and deviations from targets are caught and corrected early.

Participants work with a framework that builds collaboration into the performance discussion. They learn to help team members prepare for objective-setting discussions, to commit to follow-up check-ins, and to conduct a structured performance talk, including the difficult ones.

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## What you leave with.

- A structure for conducting performance talks
  - Tools for assessing strengths and development opportunities
  - An objective-setting formula that gains buy-in
  - A strategy for helping direct reports prepare for objective-setting discussions
  - A framework for follow-up
  - Practice in managing difficult performance talks
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## Why it matters.

- Performance talks cause less stress, for the manager and for the direct report
- Results improve during the year, when it still matters
- Trust between manager and direct report builds intrinsic motivation and reduces turnover

## Format.

|        |                                                                                                                     |
|--------|---------------------------------------------------------------------------------------------------------------------|
| Length | One day                                                                                                             |
| Mode   | In person or live virtual                                                                                           |
| For    | Anyone who conducts performance talks through the year.                                                             |
| Method | Self-assessment tools; Short inputs from the facilitator; Group activities; Individual and peer-to-peer assignments |

## Your speaker.



### Lorne Michael Cousins

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Lorne Michael Cousins has spent twenty-five years inside corporate sustainability across China and the Asia-Pacific, as environmental auditor, sustainability consultant and leadership strategist. He is Senior Fellow and Council Director at The Conference Board, Asia, founder of Fulcrum Point Sustainability Consulting in Shanghai, and a Founding Member of the Sustainability Directory.

He holds an MEM from UNSW Sydney, a BA from UBC Vancouver, and Practitioner status with IEMA. Accredited Advisor, Future-Fit Business Benchmark.

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