



# Managing Performance & Productivity

As community needs change, the expectations and strain placed upon each council in local government also increases. Leaders now need to closely manage staff performance and grow the people in their business to increase productivity and remain viable. They need to be able to manage the changes in their environment, leading people through these changes to keep the team united and motivated.

## Who should attend?

Open to anyone working in the local government sector and will be of particular interest to both experienced supervisors and managers wanting to develop their skill around performance improvement.

## Benefits for the Delegate

Participants will leave this course with a range of ways to help their people perform at their best. They will understand both the importance of articulating what high performance looks like as well as the importance of an overall vision for motivation, and have the tools to implement them.

## Benefits for the Council

Managing the performance of their direct reports is an essential leadership skill. Developing the skills to clarify expectation and consequences, and building confidence to broach a sensitive topic, council will notice leaders actively engaging in the performance of their team members and reduced number of escalations to the HR team.

**Aligned with the NSW Public Sector Capability Framework**



# Day One

## Understanding and Developing Team Performance

Even the most talented people will perform poorly if they do not know what is expected of them. While we might assume our expectations are clear, we need to ensure they are understood and have clear consequences for important activities. Developing a team may also require implementing behavioural expectations to improve customer service or internal communication. Having a clear path to success for each team member, and strategy for when to train, coach and discipline means leaders can be strategic with their development plans to drive the business forward.

### Key Content

- Difference between managing and leading
- Articulating high performance
- Understanding expectations and consequences
- Setting behavioural expectations and consequences
- Measuring team values
- The importance of values to culture

## Moving People Towards High Performance

High performance happens by design, or less frequently, by accident. It encompasses more than just skill, high performing team members embody great attitudes and positive behaviours while performing their role. All of this needs to be explored and clarified, if we have any chance of helping people to become high performing team members.

The first step is clarifying expectations, people will assume they are working in the best way possible. Leaders often assume their message is being understood however if we assume people want to do a good job and they are not, then a misunderstanding has occurred at some part of the process. While this can be uncomfortable, clarity shines a light on the opportunities ahead.

Once clarified, we now must help people make good choices, so we don't fall into the trap of micromanaging. Habits can be hard to break, so understanding why the change is needed, alongside the consequences of the choices, allows the employee to make good choices for themselves. It is only then that a leader can allow a team member to perform having been given clear direction and an understanding of the associated consequences.

**“We are what we repeatedly do.  
Excellence then, is not an act, but a habit”  
Will Durant**

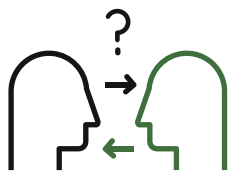
# Day Two

## Courageous Conversations

**“When you are drilling for water, it’s better to drill one hundred-foot well than one hundred one-foot wells.”**

**– Susan Scott**

There will be a time in every leader’s career that they must conduct a courageous conversation with one of their team members. While this is not always an enjoyable thought, the ability to deal with people during this sensitive time in a clear way, is an essential and coveted leadership skill. Planning is essential to the success of the conversation, and practising this skill in a secure safe training environment, enables you to gain confidence in your role.



**Plan the conversation**



**Engage and involve**



**Ask Questions**



**Move toward next actions**



**Ownership of ideas and next action steps**

### Key Content

- The importance of development
- Planning the conversation
- Dealing with emotions
- Developing a way forward
- Planning for motivation



# NSW Public Sector Capability Framework

The capability framework describes the core capabilities and behaviours required of public sector employees, across all occupational groups. It provides a common foundation for creating roles, managing performance, development and career planning. Additional information can be found at: <http://www.psc.nsw.gov.au/workforce-management/capability-framework>

Participants who complete Managing Performance and Productivity will fulfil the requirements of the Adept Descriptor Level as detailed on the right. The Adept descriptor level is aimed at experienced supervisors and managers wishing to develop their career, in a role with responsibility for managing and developing staff.

<b>Personal Attributes</b>	Display resilience and courage
	Act with integrity
	Manage self
	Value diversity
<b>Relationship</b>	Communicate effectively
	Commit to customer service
	Work collaboratively
	Influence and negotiate
<b>Results</b>	Deliver Results
	Plan and prioritise
	Think and solve problems
	Demonstrate accountability
<b>People Management</b>	Manage and develop people
	Inspire direction and purpose
	Optimise business outcomes
	Manage reform and change



## Facilitator: GAVIN CARNEGIE

Gavin cultivated his passion for developing others during his years of experience working for a boutique training company. He is passionate about encouraging people to find the best in themselves and in others. He has an unwavering belief that everyone has a unique set of strengths and is an expert at teaching you how best to use them. People come out of his sessions with their eyes opened to the power of their own potential and the motivation to put their plans into action.

## IN-COUNCIL DELIVERY

Educating your leaders together in one group is an excellent way to embed knowledge and create a culture of learning. Leaders can then keep each other accountable to the learning content and can give additional structure and meaning to delivered feedback. Each course can be hosted in your council, and can accommodate up to 20 people, room size permitting. The content can also be tailored to align to any previous training directive, should this be required.

**In council training for 2 days: \$9,900**

This GST inclusive price covers all workshop materials, any tailoring of the programs and all material travel expenses to major hubs. The venue details and catering are to be provided by council.

For further information contact:

**Melinda Budd**

02 8297 1210

[training@lgprofessionals.com.au](mailto:training@lgprofessionals.com.au)

\* By registering for this training session you are accepting the Terms & Conditions as detailed on our website.

## LOCATIONS & DATES

**Sydney** 25–26 June 2019

**North West** 6–7 August 2019

**Grafton** 13–14 August 2019

**Sydney** 6–7 November 2019

**Central NSW** 20–21 November 2019

## INVESTMENT

**Member:** \$924.00

**Non Member:** \$1,201.20

*GST Inclusive*

**REGISTER NOW!\***