

APS6 TO EL1: MANAGING PERFORMANCE & DIFFICULT CONVERSATIONS

Essential communication and conflict resolution skills to effectively and proactively manage performance

17 - 18
MAY 2022

EXPLORE

- ▶ Understanding the risk of employee disengagement (and what it looks like)
- ▶ Providing proactive and effective performance feedback
- ▶ Preparing for tough conversations
- ▶ Essential conflict resolution skills

EXPERT FACILITATOR



Dr Karen Whittingham
Director
Impact Psychology Pty Ltd

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ABOUT THE EVENT

Ongoing change and complexity in the Australian Public Service has placed an even greater emphasis on effective performance management practices to drive employee engagement and team productivity. It is increasingly important that officers and managers in the critical APS6 and EL1 bands develop their skills tackling difficult conversations and proactively managing performance in their teams.

As an emerging leader, you must effectively bridge the gap between planning and action, and are responsible for managing these challenging day-to-day dynamics that can be the key to operational success. You must not only understand the risks of employee disengagement, and be able to spot the warning signs, but also be equipped with the communication and essential conflict resolution skills necessary to successfully manage them.

This hands-on program is designed to give you the latest tools, techniques and practical frameworks to successfully manage for better results in today's fast-changing world. The program will connect theory with practice and over the course of the training, you will learn to prepare for tough conversations, provide effective and proactive performance feedback and tackle employee performance with the right language, reframing and consistency.

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DAY ONE

Management responsibilities at APS 6 and EL1 banded levels

- ▶ Understand your responsibilities as a manager and people leader
- ▶ Explore the importance (and challenges) of managing performance in a Public Sector context
- ▶ Agility, risk aversion and organisational expectation in the Australian Public Service
- ▶ Understanding and contextualising employee engagement, and your role as a manager

Understanding the risk of employee disengagement (and what it looks like)

- ▶ Engaging with risk and managing the consequences
- ▶ Explore what disengagement looks like in your department or team
- ▶ Appropriate conduct for risk assessment and risk management activities
- ▶ Apply performance management practices that reflect best practice APS performance management models

How to effectively engage with your team

- ▶ Understand value drivers for each team member, and tailor your conversations
- ▶ Clarify performance objectives, outcomes, behaviours and values, and formulate links with broader business plans
- ▶ Navigate the initial challenges of difficult conversations
- ▶ Explore coaching strategies to build capability in a team environment

Providing proactive and effective performance feedback

- ▶ Tackle underperformance with the right language, reframing and consistency
- ▶ Understand the conversation around the conversation
- ▶ Ensure performance conversations flow both ways
- ▶ Learn to listen effectively, and become open to 180° feedback
- ▶ Reinforce support with consistent feedback

DAY TWO

Preparing for tough conversations

- ▶ Learn to get comfortable being uncomfortable
- ▶ Effective communication strategies
- ▶ How to build rapport and why it is important
- ▶ Uncover biases in your communication tendencies

Tailor your communication style to need and situation

- ▶ Who are you talking to? Identify your key stakeholders
- ▶ Learn to adjust your style on the fly and deliver the correct message
- ▶ Ask the right questions to get better results
- ▶ When to act, and when to listen

Essential conflict resolution skills

- ▶ Strengthen your ability to become an active listener
- ▶ Manage emotional hot buttons for positive and assertive communication
- ▶ Manage clashes and learn to effectively “code switch” to keep on message
- ▶ Creating win-win solutions

Pre-empting performance management conversations

- ▶ Spotting red flags before they become a problem
- ▶ Integrate performance conversations in your day-to-day
- ▶ How to effectively plan and monitor work processes, and set performance indicators
- ▶ Embedding purpose in performance management

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WHAT OUR DELEGATES ARE SAYING



“ *Fantastic initiation to leadership/management with some real practical tools to take back and implement in the workplace. Extremely motivating and thought-provoking. Has Given me an insight into how leadership/management skills influence the workplace* ”



YOUR FACILITATOR

Karen is one of Australia's leading executive management and leadership development specialists who has worked with thousands of executives to transition them into senior executive roles quickly and effectively. She is an Organisational Psychologist passionate about people's success and facilitating their careers to rise. Karen's workshops are best described as practical, hands-on, personally relevant and enjoyable. Currently lecturing in Organisational Psychology at UNSW, she researches leadership, assessment, learning and performance as well as innovation. A person with a passion for making an impact quickly, she bases her workshops on current evidence and its application.

Organisations seek out her guidance across a range of project areas including leadership development, team building, business strategy, and innovation and change interventions. She is often working with the talent pools of many of Australia's leading multinational, ASX listed and public sector firms as a coach, facilitator and researcher. Karen has high level senior executive experience in directing and managing large teams and leading sales and customer service functions both on and off shore (including experience managing JV partnerships across 8 cities in China). She is also a start-up advisor.



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Director
Impact Psychology Pty Ltd

APS6 to EL1: Managing Performance & Difficult Conversations

17 - 18 May 2022

Online Delivery

Booking Form

Event Reference: PMEM0522A - O

Priority Code: I



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