



Designing Performance Management That Works

DURATION

3 days

CONTACT HOURS

18

LEVEL

Advanced

FEE PER DELEGATE

US\$1,200

Build a performance system that changes behaviour rather than one that generates paperwork.

Most performance management systems are disliked by everyone required to use them, because they were designed for the reporting requirement rather than for the manager and the employee. This programme starts from what a system has to achieve behaviourally and works backwards into measures, cycles and documentation.

Available as classroom, live online, in house.

Who it is for

HR leads, heads of function and senior managers responsible for designing or reforming performance management.

What you will be able to do

- Identify what the current system actually rewards, as distinct from what it says it rewards.
- Design measures that resist gaming.
- Set a review cycle matched to how the work actually changes.
- Handle the underperformance cases the system is usually avoided for.

The outline

DAY 1

What the system really rewards

Stated intent against revealed incentive · Ratings distributions and their effects · Why calibration meetings distort · The cost of a system nobody trusts

Measures

Output, outcome and behaviour measures · Designing against gaming · Team and individual measures in tension · Measuring roles with long feedback loops

DAY 2

Cycle and conversation

Matching cadence to the work · The conversation as the product · Documentation that supports rather than substitutes · Manager capability as the limiting factor

DAY 3

The hard cases

Sustained underperformance · The high performer with unacceptable behaviour · Performance and capability distinguished · Exit handled properly

What you leave with

- A diagnosis of the incentives the delegate's current system creates.
- A revised measure set with gaming risks documented.
- A review cycle proposal with the rationale for its frequency.
- A documented process for handling sustained underperformance.

Published dates

DATES	WHERE	FEE
23 to 25 November 2026	Dar es Salaam, Tanzania	US\$1,200
30 November 2026 to 2 December 2026	Nairobi, Kenya	US\$1,200
7 to 9 December 2026	Durban, South Africa	R12,000
14 to 16 December 2026	Windhoek, Namibia	R12,000

Fees are per delegate and cover all course materials. Registration fees are arranged by the delegate. Reg

Register or ask a question

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