



Performance Management Challenge™

TEAM DEVELOPMENT

Increase individual motivation and synergistic decision making

U*nl*ock the secret
*of synergy while
building performance
management
capabilities.*

WHAT IS THE PERFORMANCE MANAGEMENT CHALLENGE?

The *Performance Management Challenge* provides participants with an opportunity to create a step-by-step plan for designing and implementing a comprehensive performance management system while at the same time improving their group decision-making skills. Developed by Drs. Robert A. Cooke and Janet L. Szumal, the exercise challenges participants to determine the best sequence for carrying out 20 critical performance management activities.

HOW DOES THE PERFORMANCE MANAGEMENT CHALLENGE WORK?

Solutions to the exercise are developed first on an individual basis and then as a group. Individual and group solutions are then compared to the recommended solution and rationale based on the literature on performance appraisal, performance management, and feedback. Comparisons between participants' individual solutions and the recommended solution indicate how well they are using their knowledge, experiences, and skills with respect to performance management and complex problem solving. Comparisons between participants' individual scores and their team's score indicate whether they were able to achieve synergy by fully using and building on their collective resources.

The *Performance Management Challenge* takes approximately 1¾ to 3¼ hours to complete, including scoring and debriefing activities.

APPLICATIONS

The *Performance Management Challenge* can be used as an icebreaker, overview, central activity, wrap-up or summary activity, pre-test/post-test, or follow-up activity for programs focusing on:

- Performance appraisal
- Rewarding and motivating employees
- Team building

The exercise can also be used as a basis for:

- Kicking off a performance management design or redesign initiative
- Evaluating and improving existing performance management systems
- Designing performance management systems that promote a Constructive culture

WHO SHOULD EXPERIENCE THE PERFORMANCE MANAGEMENT CHALLENGE?

The *Performance Management Challenge* is appropriate for managers, supervisors, human resource professionals, and others who are responsible for performance management.

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