

PERFORMANCE MANAGEMENT
WORKBOOK

Empower and invest in yourself

LEARNING ACTIVITY 01**GROUP WORK: SCENARIO**

Thabo is a manager of a small business. Even though all the employees get their work done, all tasks are not always carried out correctly. He wants to set up a table to explain this to his employees. He will use the example of issuing a quote.

Connect the activities with the correct descriptions by inserting the correct numbers in the answer column.

Activities	Descriptions of activities
Right thing right	
Right thing wrong	
Wrong thing right	
Wrong thing wrong	

Descriptions of activities:

1. Backing up the files incorrectly.
2. Issuing the quote but deleting the supporting files.
3. Backing up files correctly.
4. Issuing the quote correctly.

LEARNING ACTIVITY 02

INDIVIDUAL WORK

Certain things have changed from the Industrial Age to the Information Age.

Indicate whether the approaching styles are from the Industrial Age or from the Information Age, by writing them in the correct boxes.

Industrial Age
1.
2.
3.

Information Age
1.
2.
3.

Approaching styles:

1. Task oriented
2. Decentralised decision making
3. Control
4. Proactive approach
5. Learning
6. Focus on individual

LEARNING ACTIVITY 03

GROUP WORK

Communicating performance comprises of certain procedures.

Connect each procedure with its definition by drawing connecting lines.

Procedures	Definitions
Planning	Managers and employees need to monitor their business situation in order to take action, based on information.
Meetings	The exploration of what the work group needs to know to perform at a level of excellence.
Tracking	The performance discussion and appraisal.
Reviewing	Managers and employees meet to create a common understanding about performance requirements.

LEARNING ACTIVITY 04

INDIVIDUAL WORK

Performance management ultimately comprises of five procedures.

Complete the following sentences by using the words below.

1. _____ means setting goals and communicating standards.
2. _____ means measuring performance and providing feedback.
3. _____ means addressing poor performance and improving good performance.
4. _____ means summarising performance.
5. _____ means recognising and compensating good performance.

Monitoring | Rating | Planning | Rewarding | Developing

LEARNING ACTIVITY 05**INDIVIDUAL WORK**

Outputs should be used as success measures.

Indicate whether the following statements are true or false by ticking the appropriate boxes.

	True	False
The most effective performance goals focus on inputs rather than activities.		
Outputs are products, services, information and processes.		
Goal measures provide the framework for generating targets.		
It is more motivating to strive to get something right, rather than to avoid making a mistake.		

LEARNING ACTIVITY 06

GROUP WORK

It is important to set targets in the correct manner in order to achieve goals.

Indicate which of the following are the correct three ways that targets should be set by writing these ways in the box provided.

Targets should be:

1.
2.
3.

Time-bound | Universal | Measurable | Focused | Circular

LEARNING ACTIVITY 07

INDIVIDUAL WORK

Feedback on performance should be given to the employee in a constructive manner.

Indicate which of the following statements are correct by ticking the appropriate boxes.

The employer should:

Be specific.		OR		Make general comments.
Make suggestions to eliminate poor performance.		OR		Draw out ways that poor performance can improve.
Use questioning rather than assertions.		OR		Make assumptions to be more productive.
Express negative opinions, but in a positive manner.		OR		Do not express negative opinions.
Ask about personal problems.		OR		Be objective, not personal.

LEARNING ACTIVITY 08

GROUP WORK

The counselling discussion consists of 6 steps.

Place the steps in the correct order by inserting the number of each step.

Step	Number of step
Establish reason(s) for poor performance	
Identify and agree with the problem	
Monitor and provide feedback	
Resource the agreed actions	
Describe the impact of the poor performance	
Agree on what actions are required and set timeframes	

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