Performance Management

Developing Best Practices for High-Performing Organizations
Why Choose Queen’s IRC?

Queen's IRC focuses on developing and delivering human resources (HR), labour relations, (LR) and organizational development (OD) programs for busy practitioners.

- 85 years of evidence-based and practitioner-focused training
- In-person, virtual and custom programs available
- Coaching from industry leaders with real-world experience
- Certificate-based programs in HR, LR and OD
- Practical simulations and tools that apply to your work environment
For many organizations, performance management has been an established management practice fundamentally designed to align enterprise-wide strategic direction and individual focus, and reward and recognize employee-specific performance outcomes. Over the past five years, however, performance management has become one of the most hotly debated management philosophies, and has undergone dramatic changes across multiple industry sectors. Developments in technology, quality management, and team-based work systems have changed the nature of organizational dynamics, how accountabilities are defined, and how performance is planned and measured.

These developments and the evolution of performance management have been accelerated by the Covid-19 pandemic, which has upended business planning and measurement practices in an unprecedented way. The pandemic has forced organizations to rapidly change the nature and location of work, with profound implications for performance management. To meet the needs of new and agile business models that need to embrace mobile and virtual workplaces, we are now witnessing a rapid shift to team-based and collaborative performance management, and with a number of new human resources applications that go beyond variable performance pay.

Better practice performance management is being forced to adapt and change in a multitude of ways. Today, performance management needs to be flexible and forward-looking, and fundamentally used to integrate and focus the interdependent efforts [the “how”] and outcomes [the “what”] of teams and employees. Our program is designed to give participants insights into this contextual reality and perspectives on the key strategies, methods and processes that can be used to meet the emerging needs of a knowledge-based and virtual workforce. This learning experience will also provide participants with the foundation to better position performance management to successfully optimize accountability, quality, productivity, development, and reward and recognition applications. Based on the changing nature of work and job design, our program will also provide participants with insights into emerging and innovative performance management practices with a focus on team, project, and virtual workplace performance.

Learning Objectives
- Use applied and theoretical fundamentals of performance management
- Use performance measurement essentials, and identify what and how to measure in your organization
- Understand the trends and issues that are disrupting and defining the performance management agenda
- Develop best practices to meet governance and administrative requirements, as well as the needs of specific executive, managerial and workforce segments
- Integrate performance management systems into interdependent management practices
- Develop a business case for performance management change, and align and evolve your organization’s approach

Organizational Benefits
- Educated leaders and practitioners for a more effective contextual performance management strategy that aligns with the realities of the changing nature of work
- Methods and tools to better understand how and what to measure organizationally, and how to apply the results at the individual and team levels
- Support for processes and decisions that facilitate a more effective future-oriented and performance-driven workplace
- Related HR and management applications to identify talent, motivate teams and optimize rewards and recognition

Takeaway Tools
- Workbook with resources for developing your performance management programs
- Measurement frameworks to evaluate and manage policies, programs and people
- Process tools that can be applied to your organizational planning

For information on program dates, location and fees, visit: https://irc.queensu.ca/performance-management/

Program Delivery
In-person and virtual
For information on in-person and virtual programs visit our FAQ page.

Registration
For information on registration, payment and discounts: call toll-free: 1-888-858-7838
e-mail: irc@queensu.ca or visit our FAQ page.

To register for a program visit our registration page

Who Should Attend
HR managers and professionals developing programs and best practices, as well as leaders seeking to improve performance across an organization
Tour of the Program

Performance management has become both a strategic imperative and a challenge in an age of dynamic workplace and societal change, and ever-increasing performance aspirations from citizens, customers, and shareholders alike. As a core enabler of performance optimization and accountability, boards of directors and executive leaders consider it to be a core management practice and a key ingredient to better organizational behaviours and marketplace relevancy.

Historical and recent socio-economic, workplace and regulatory developments, however, have made performance management a misunderstood and confusing topic for many organizations, especially for those that do not recognize the interdependencies that cut across management and human resources practices. Performance management processes must be thoughtfully configured, phased-in and actively managed to ensure that related policies and programs are relevant in a digital world, and focused and practical for employees and managers alike.

a) Knowledge is Power

We'll explore the key strategic, methodological and process considerations for contemporary performance management, as well as the strategic trends that are driving greater choice and complexity.

You will:

- Learn the fundamentals of performance planning and measurement
- Examine how practices are being disrupted and transformed to meet the changing nature of work, including the rapid transition to virtual business models
- Explore a range of macro and micro methods, and emerging alternative practices
- Determine how and what to measure in your organization
- Assess your current programs and processes, including specific applications for executive, managerial and staff workforce segments

b) The Case for Change

Introducing a new performance management system requires a nuanced approach that clearly takes into consideration your context, program choices, implications, and the business case for change. It must also be transparent and engender trust amongst all stakeholders.

We'll show you how to make a contextual assessment and set priorities that align with your goals and management practices.

You will:

- Use a series of exercises to set priorities and assess implications for your organization’s unique needs
- Gain an understanding of governance and administrative requirements
- Develop a business case for a new performance management strategy
- Learn about related risk and change management practices
- Explore the role of technology and analytics in performance management
- Investigate alternative and innovative performance management practices
Facilitators and Speakers

**Linda Allen-Hardinisty, MCC (Lead Facilitator)**

Linda is an organizational development professional (Queens IRC OD Certificate), an executive coach (ICF MCC professional designation), a team coach (EMCC Global Accreditation), and a Forbes Coaches Council contributing member. She’s built a reputation as a vibrant, contemporary voice in the business world by blending her grounding in OD with a practical approach to addressing organizational challenges and opportunities.

Over her 20-year OD career, she has helped many leaders – from corporate executives to entrepreneurs – improve their personal and professional success. She is a sought-after facilitator and advisor for executive development, strategy and change, team effectiveness, and emotional intelligence.

With a Masters of Education from the University of Regina, Linda’s uniqueness is that, prior to private practice, she fulfilled corporate leadership roles including the Director of Organizational Development in a company listed on the Hewitt Top 50 Employers in Canada and became the first Manager of Strategy and Performance for a municipal government undertaking cultural transformation. Her diverse industry experience includes oil and gas, healthcare, utilities, universities, tourism, municipal government, professional associations, crown corporations, arts and creative industries, architecture, Indigenous business, Agri-value, IT, and small medium business. Linda and her husband are proud to call the Canadian prairies their home, and she is a Member of the Board of Trustees at the MacKenzie Art Gallery, which is the public art gallery in Regina, SK.

**Ian Cullwick (Speaker)**

Ian Cullwick is a retired partner with an international consulting firm, and has served as the Vice-President of HR and Organization Research at the Conference Board of Canada.

Ian specializes in governance effectiveness, performance management, human resources strategy, and organization design. He has advised a broad cross-section of organizations in both the private and public sectors, including high technology companies, financial institutions, crown corporations, health care and not-for-profit organizations. He is also a noted thought leader and has authored a number of articles on organization design, performance management and compensation strategy. Ian also teaches in the Executive MBA program at the Telfer School of Management.

Ian has an MBA from the Ivey Business School (Western University), an MIR from the University of Toronto and an undergraduate degree from Queen’s University. He currently serves on the Boards of Directors of the Trans Canada Trail and Family Services Ottawa. Ian is a former board member of the Children’s Hospital of Eastern Ontario, Bradburn Securities, and the Ottawa YMCA.

**Ross Roxburgh (Speaker)**

Ross is a leadership coach and organization consultant with several decades of experience with a wide range of clients, both domestic and international across the private, public and para-public sectors. He has a strong interest in the effectiveness of individuals and teams in complex organization environments; in many cases he brings both coaching and consulting experience to client engagements.

Ross is committed to ongoing learning through focused reading, writing, conference participation, facilitation and formal development. His formation and relevant credentials include the designation of Certified Management Consultant (CMC) as well as that of Master Corporate Executive Coach (MCEC).

He has been certified in the use of the EQ-I 2.0 instrument as well as the LEA 360. He has continued to deepen his learning through the globally-recognized graduate program in Organization and Systems Development developed by the Gestalt Institute of Cleveland as well as a number of related programs through the International Gestalt Centre in Wellfleet and the National Training Laboratories (NTL) offerings.

Prior to his coaching and consulting career, Ross completed an interdisciplinary Masters Degree in Canadian Studies as well as an Honours BA, both from Carleton University in Ottawa, Canada. He is a speaker on the Queen’s IRC Performance Management program.

*The roster of facilitators and speakers may change. We will do our best to keep you informed of program changes.*
Building Better Leaders