

Leadership & Management Development

Client:	Intergovernmental Agency
Sector:	Central Government
Project:	Performance Management Workshops
Themes:	Managing Performance
Audience:	Senior Managers
Locations:	London

The Organisation

Our client is a major intergovernmental agency, with over 250 staff from over 30 member countries, many seconded by their own governments. It is governed by a Board of Governors, supported by an Executive Committee, and led by the Secretary-General, supported by two Deputies. Its work is guided by the decisions of heads of Government and governing bodies, and in response to global developments and member countries' needs.

The Project Context

The Secretariat was embarking on building a performance culture to improve its management of its people. It was critical to gain the commitment of The Secretariat's leaders that this need existed and that they had a significant role to play in spearheading improvements.

The Requirement

Senior leaders and managers were likely to be challenging and would need convincing of their role in managing performance and demonstrating appropriate behaviours. ASK understood that its event facilitators would need to be highly experienced in working at senior level within the public sector and responding to the challenges the audience may present.

Senior leaders and managers needed to be convinced of the imperative to develop a performance culture, accept their responsibility to act as role models for this culture to be cascaded throughout the organisation, and be able to use and apply a model for managing performance.

Similarly, leaders and managers needed to share a common understanding of how to develop a performance culture, gain the skills to effectively manage performance, use coaching as a development tool, and confidently challenge under-performance without damaging personal relationships.





The Solution

With considerable prior experience in running Performance Management Workshops for senior leaders in government departments, ASK was able to rapidly design a one-day workshop designed to give managers a model for developing a performance culture and the main skills to manage performance within their team(s).

Participants received a pre-workshop workbook to introduce the ASK® Performance Improvement Model, to maximise time available during the workshop for skills practice. Two pre-course exercises also allowed participants to bring a work-related input to the skill practice sessions.

Four workshops were delivered to a total audience of 31 senior leaders and managers. ASK used a ratio of one participant for every four participants; a member of the Secretariat staff acted as one of the workshop facilitators and was briefed free of charge by ASK before workshop delivery.

Evaluation

Average Level 1 evaluation scores for each of the four workshops were as follows (all scores are out of 5.0):

This workshop has been a valuable learning experience	4.4
This workshop has been an enjoyable learning experience	4.4
The learning from the workshop will be useful	4.4

Delegate quotes

“The workshop met my expectations. There are clear practical techniques that I shall follow up within my work.”

“The workshop was an eye-opener to the concept of ‘performance structure’ as opposed to ‘performance process’.”

“The skills learnt at this workshop helps build confidence in coaching and especially challenging in situations which require it.”