

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Performance Management: Setting Objectives and Conducting Appraisals

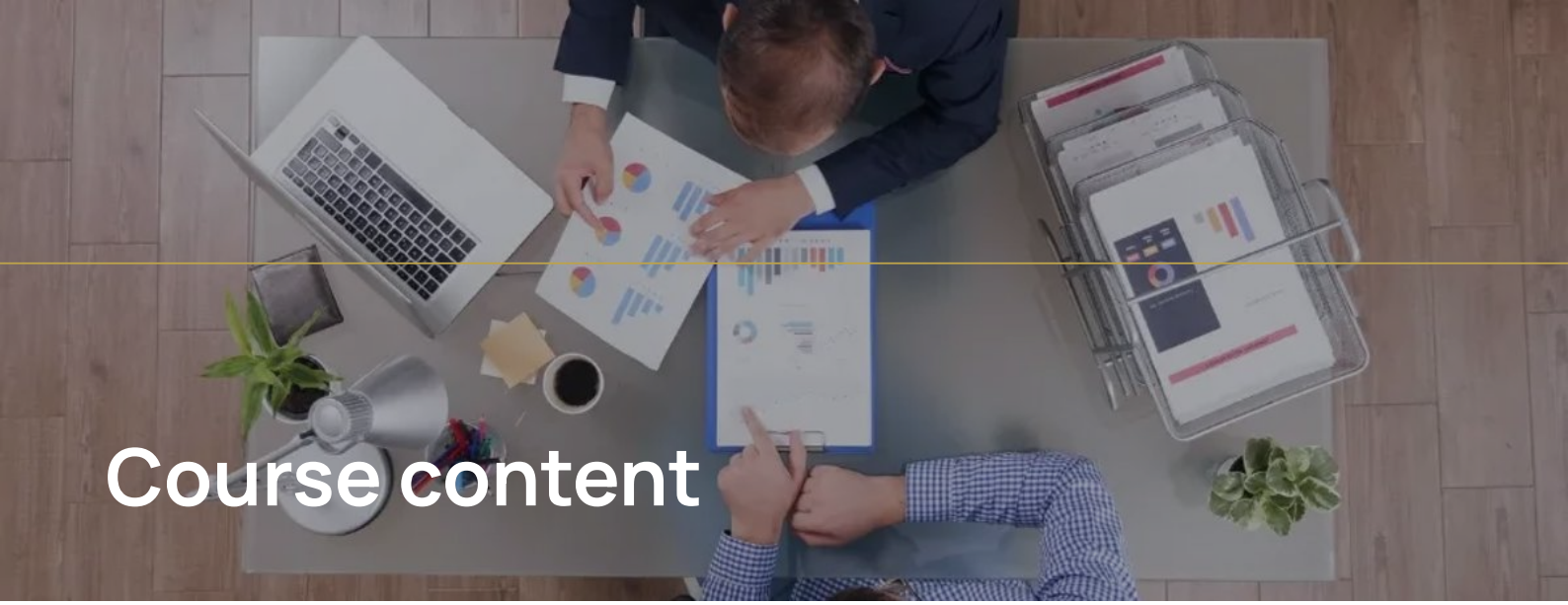
5 days | Classroom training | English

SMART HORIZON

info@smart-horizon.eu
Amsterdam
The Netherlands

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Course content

Why attend

This course focuses on the essential skills for setting effective performance objectives and conducting appraisals. Participants will learn to align individual goals with organisational strategy, assess performance accurately, and provide constructive feedback to enhance employee development and engagement.

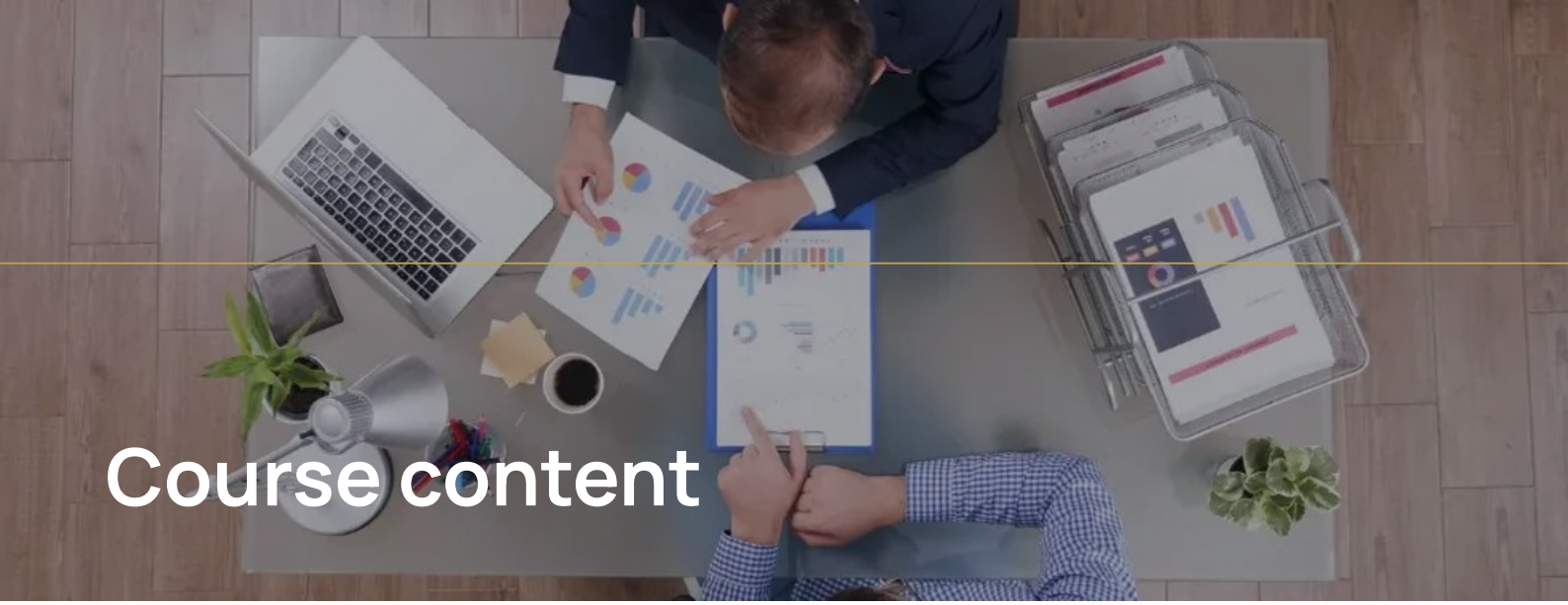
Performance management is critical for driving employee engagement and aligning individual contributions with organisational goals. Many managers struggle with setting clear objectives and conducting meaningful appraisals, leading to misunderstandings and decreased motivation. This course addresses these challenges directly, equipping participants with the skills to set SMART objectives, conduct effective performance reviews, and implement ongoing feedback mechanisms that foster accountability and growth. By mastering these skills, managers can ensure that their teams are not only meeting expectations but are also motivated to exceed them, ultimately contributing to the organisation's success and enhancing overall productivity.
Participants will engage in practical exercises that simulate real-world appraisal scenarios, enabling them to practice delivering feedback and managing difficult conversations. They will learn to identify performance gaps, develop actionable improvement plans, and effectively communicate these to employees. By honing these skills, managers can foster a culture of continuous improvement and accountability, enhancing team performance and achieving business objectives. This course empowers participants to make informed decisions regarding employee development and performance management, ensuring that they can navigate the complexities of performance appraisals with confidence and clarity, ultimately leading to a more engaged and high-performing workforce.

Professional Problems This Course Is Designed to Solve

- Difficulty translating subject knowledge into practical workplace decisions.
- Inconsistent approaches to the activities covered in the course outline.
- Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course employs a blend of interactive workshops, role-playing exercises, and case studies to build practical capabilities in performance management. Participants will engage in simulations that mimic appraisal discussions, allowing them to practice setting objectives and providing feedback in a controlled environment. Specific exercises include drafting performance objectives, conducting mock appraisals, and role-playing feedback conversations. Outputs include performance appraisal templates and objective-setting frameworks that participants can implement in their workplaces, ensuring that they leave with tangible tools to enhance their performance management practices. This hands-on approach reinforces learning and allows participants to apply concepts directly to their roles, resulting in immediate applicability.



Course content

Course objectives

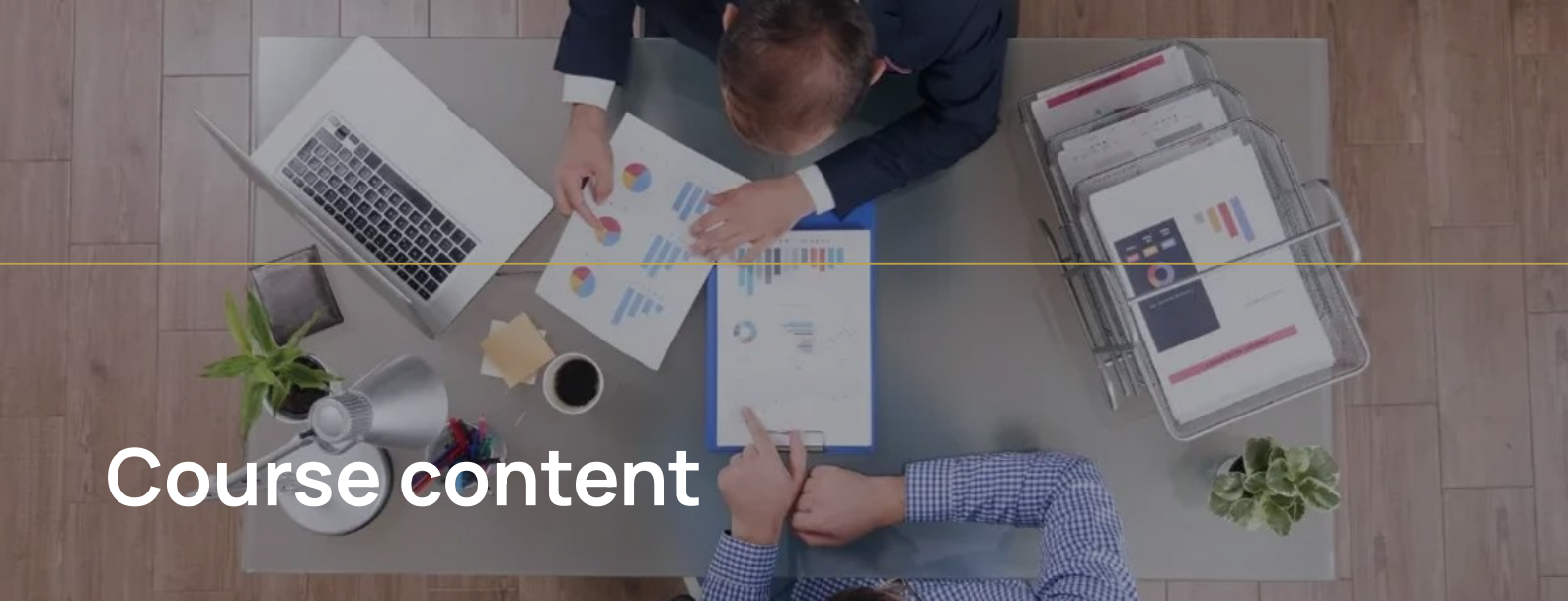
By the end of this course, participants will be able to:
• Analyse the principles of effective performance management and their impact on organisational success.
• Design SMART objectives that align with team and organisational goals.
• Conduct performance appraisals using structured frameworks and techniques to assess employee contributions.
• Assess employee performance through objective criteria and behavioural indicators to identify strengths and weaknesses.
• Provide constructive feedback that encourages employee development and engagement, fostering a positive work environment.
• Prioritise areas for improvement based on performance appraisal outcomes to enhance overall team effectiveness.
• Develop actionable performance improvement plans based on appraisal discussions to support employee growth and development.
• Evaluate the effectiveness of performance management systems in enhancing team performance and achieving business objectives.

Target audience

This course is suitable for:
• Line Managers responsible for team performance and development.
• HR Professionals involved in performance management processes.
• Team Leaders seeking to enhance their appraisal skills.
• Supervisors aiming to align team objectives with organisational goals.

Target competencies

Participants will develop competencies in:
• Set clear and measurable performance objectives that drive results.
• Conduct effective performance appraisals with confidence and clarity.
• Deliver constructive feedback that drives improvement and engagement.
• Facilitate performance discussions that engage employees and encourage dialogue.
• Evaluate performance based on objective criteria to ensure fairness and accuracy.
• Align individual performance with organisational strategy to achieve goals.
• Develop actionable plans for employee development based on appraisal outcomes.
• Implement ongoing feedback mechanisms to support continuous performance improvement.



Course content

Course outline

Day 1: Foundations of Performance Management

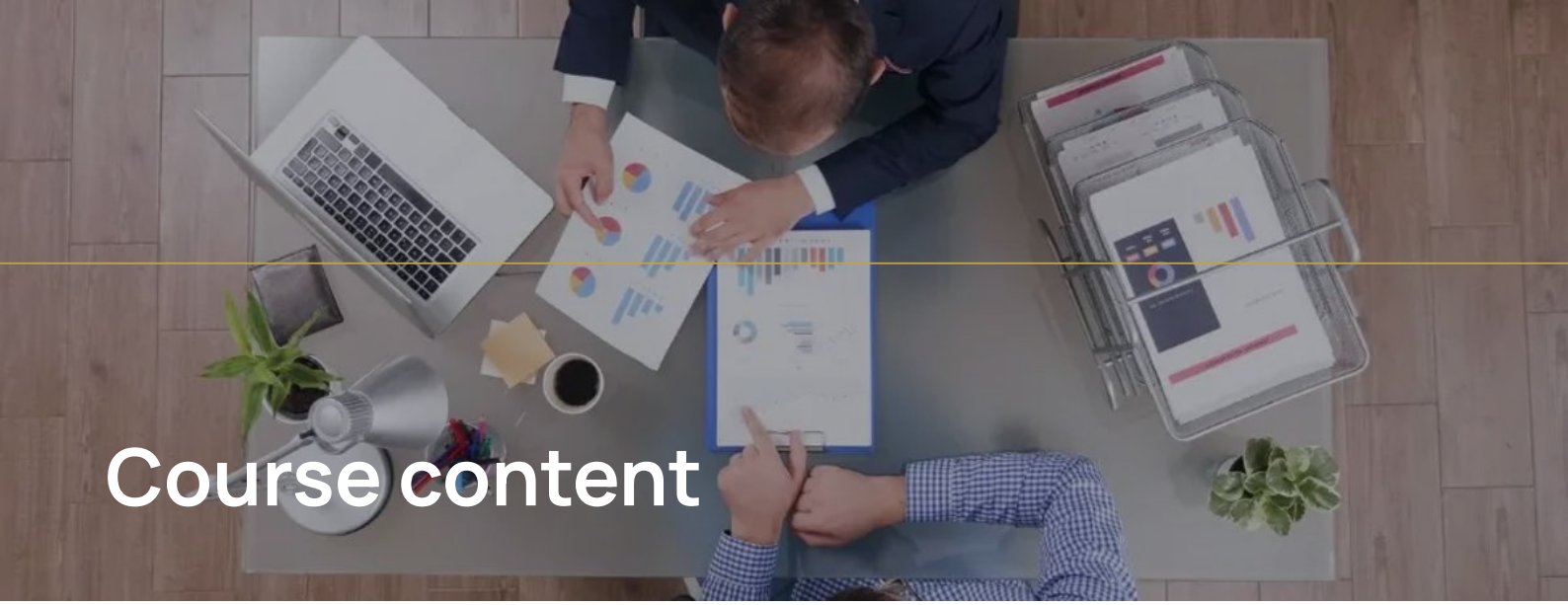
Applied activity: In small groups, participants will analyse a case study of a performance management failure, identifying key issues and proposing solutions based on best practices. Each group will present their findings to the class, fostering discussion and collaborative learning, while also considering the implications of their recommendations.
Output: A report summarising findings and recommendations for effective performance management.

09:00–09:54	Define performance management and its significance in organisations.
09:54–10:48	Explore the performance management cycle and its components.
10:48–11:00	Identify common challenges in setting objectives and conducting appraisals.
11:00–11:30	**Coffee break**
11:30–12:12	Identify common challenges in setting objectives and conducting appraisals. (continued)
12:12–13:06	Discuss the role of performance management in employee engagement and retention.
13:06–14:00	Examine the legal and ethical considerations in performance management.

Day 2: Setting Effective Performance Objectives

Applied activity: Participants will work individually to create SMART objectives for a fictional employee based on a provided role description and organisational goals. They will then share their objectives in pairs for feedback and refinement, focusing on clarity, alignment, and feasibility in achieving the set objectives.
Output: A set of SMART objectives ready for implementation.

09:00–09:54	Understand the SMART criteria for objective setting and its importance.
09:54–10:48	Learn techniques for aligning individual objectives with team and organisational goals.
10:48–11:00	Practice drafting performance objectives for different roles and scenarios.
11:00–11:30	**Coffee break**
11:30–12:12	Practice drafting performance objectives for different roles and scenarios. (continued)
12:12–13:06	Discuss the importance of involving employees in the objective-setting process for buy-in.
13:06–14:00	Evaluate the impact of well-defined objectives on performance outcomes and motivation.



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Day 3: Conducting Performance Appraisals

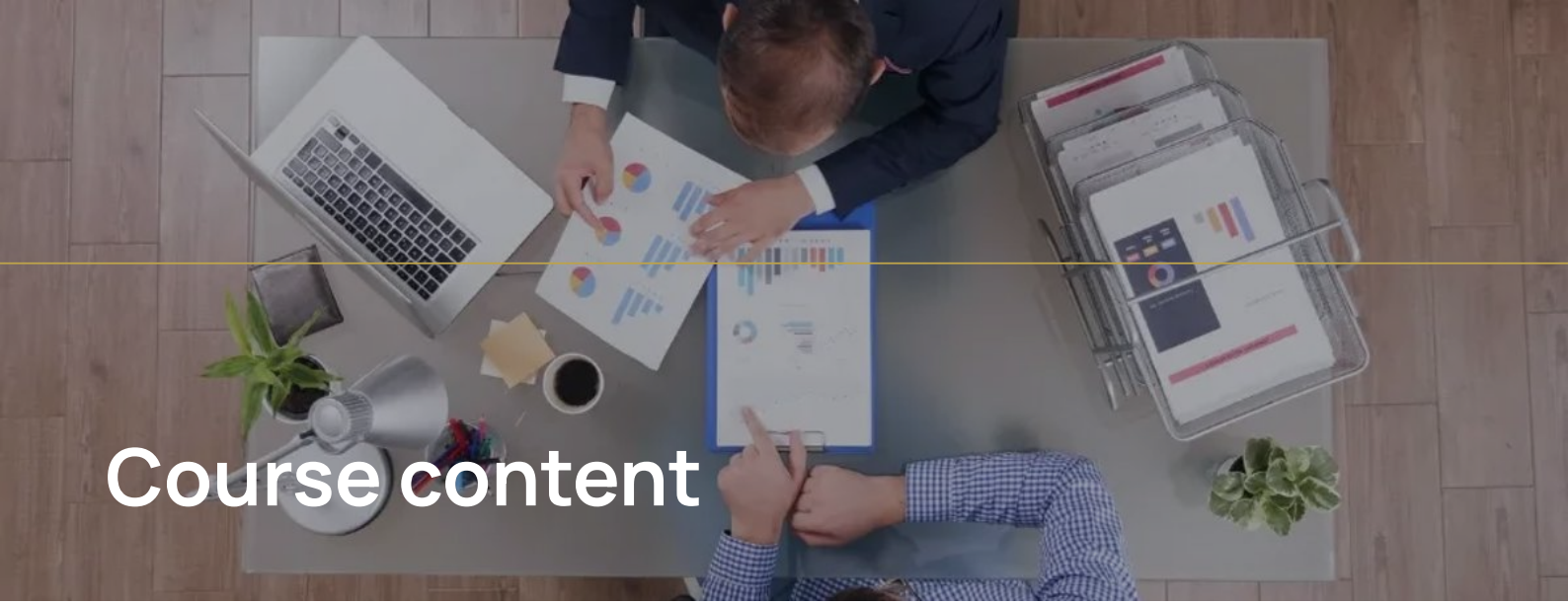
Applied activity: In pairs, participants will conduct a mock appraisal session, focusing on delivering feedback and discussing performance outcomes based on pre-defined criteria. They will provide constructive feedback to each other and reflect on their experiences to enhance their skills in conducting appraisals.
Output: A recorded appraisal session for self-reflection and peer feedback.

09:00–09:54	Explore different appraisal methods and their applications in various contexts.
09:54–10:48	Learn to prepare for and structure performance appraisal meetings effectively.
10:48–11:00	Practice conducting mock performance appraisals with peers using real-life scenarios.
11:00–11:30	**Coffee break**
11:30–12:12	Practice conducting mock performance appraisals with peers using real-life scenarios. (continued)
12:12–13:06	Discuss common pitfalls in appraisals and how to avoid them during discussions.
13:06–14:00	Review the importance of documentation and follow-up in the appraisal process.

Day 4: Delivering Constructive Feedback

Applied activity: Participants will role-play scenarios involving difficult feedback conversations, applying techniques learned to navigate these discussions successfully. They will receive peer feedback on their approach and effectiveness, focusing on improvement and strategies for future conversations.
Output: A feedback strategy plan outlining approaches for future performance discussions.

09:00–09:54	Understand the principles of effective feedback delivery and its impact on performance.
09:54–10:48	Learn techniques for providing feedback that motivates and develops employees effectively.
10:48–11:00	Practice handling difficult conversations during performance discussions with role-playing.
11:00–11:30	**Coffee break**
11:30–12:12	Practice handling difficult conversations during performance discussions with role-playing. (continued)
12:12–13:06	Discuss the role of emotional intelligence in feedback delivery and its importance.
13:06–14:00	Explore strategies for creating a feedback-rich culture within teams.



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Day 5: Integrating Performance Management Practices

Applied activity: Participants will develop a comprehensive performance management plan for a fictional team, integrating objectives, appraisal methods, and feedback strategies. They will present their plans to the group for critique and discussion, ensuring practical application and alignment with organisational goals.
Output: A complete performance management plan ready for presentation.

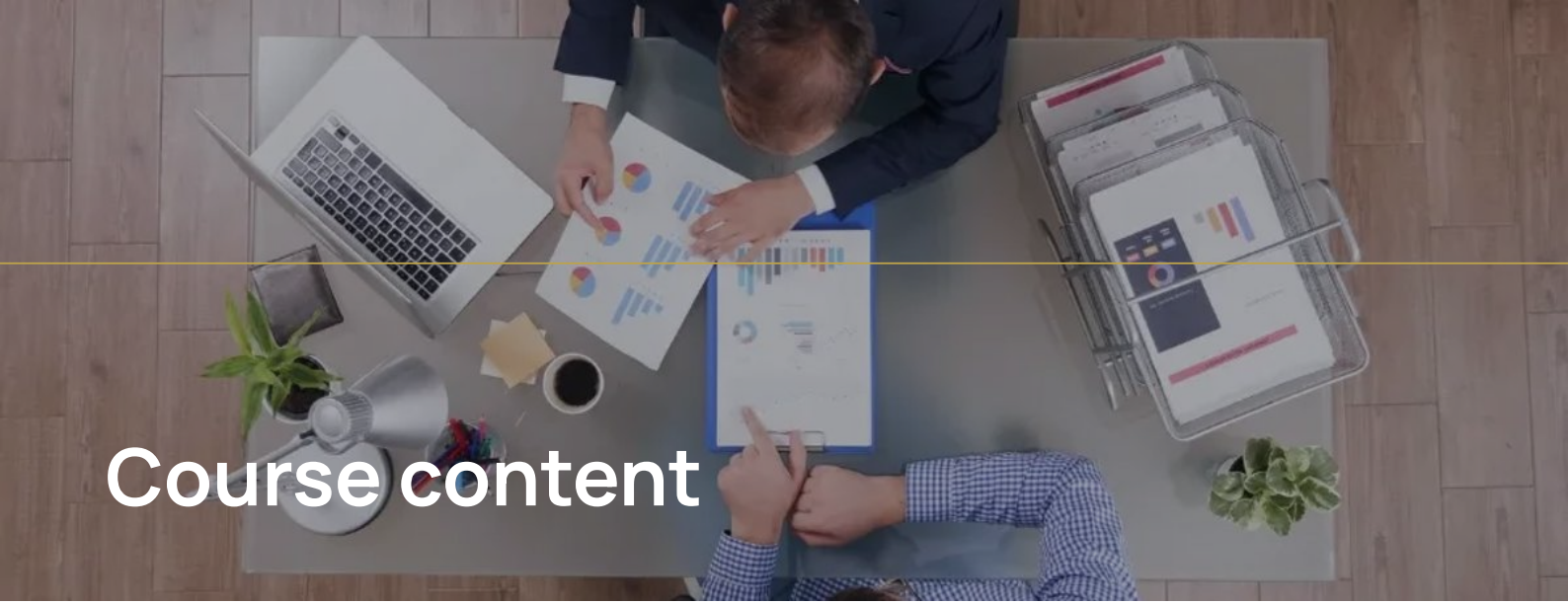
09:00–09:54	Review the entire performance management process from objective setting to appraisal.
09:54–10:48	Discuss the importance of continuous feedback and ongoing performance conversations in development.
10:48–11:00	Learn to create development plans based on appraisal outcomes and employee aspirations.
11:00–11:30	**Coffee break**
11:30–12:12	Learn to create development plans based on appraisal outcomes and employee aspirations. (continued)
12:12–13:06	Explore tools and technologies that support performance management and tracking.
13:06–14:00	Evaluate the effectiveness of performance management systems in organisations and their impact on performance.

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

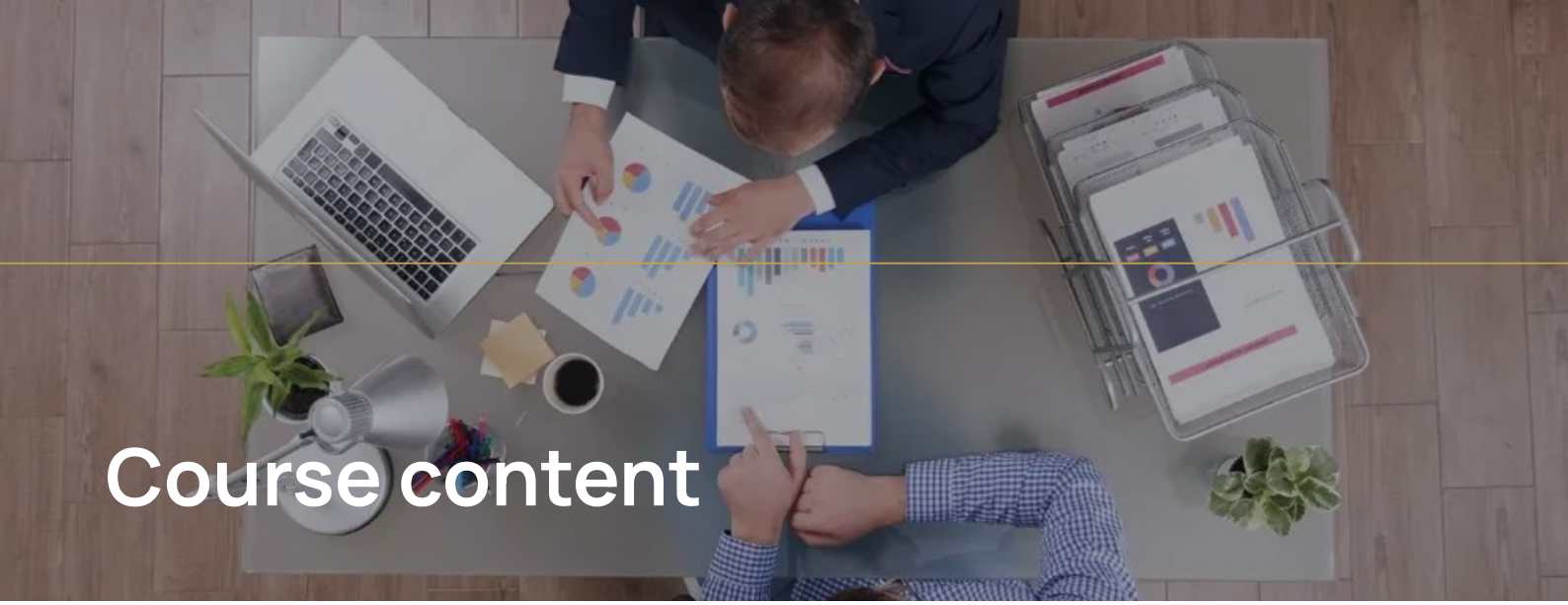
Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	16 Nov 2026	20 Nov 2026	**€3,150.-**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.-**
Frankfurt Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,650.-**



Course content

Dates, venues and fees (continued)

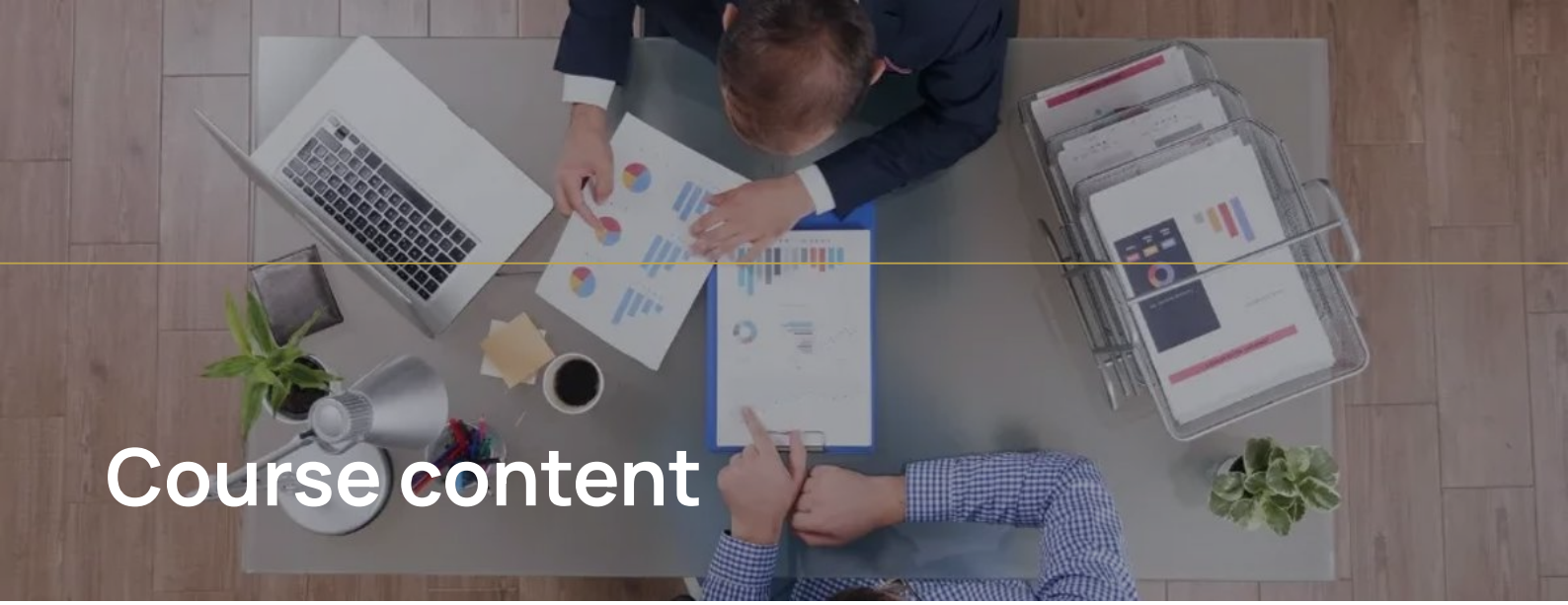
Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Kuala Lumpur Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,450.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**
Paris Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,860.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.–**
Istanbul Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,650.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Cape Town Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,890.–**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.–**



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Dates, venues and fees (continued)

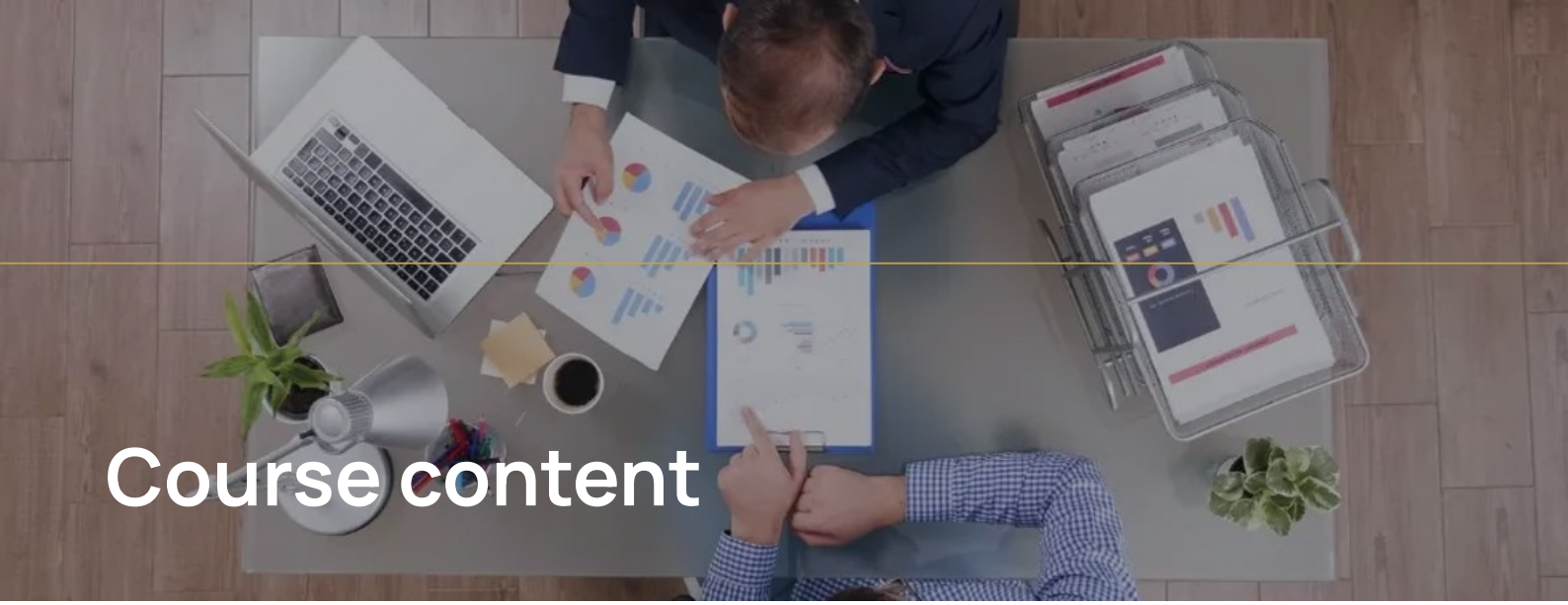
Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,540.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Singapore Confirmed dates	15 Feb 2027	19 Feb 2027	**€2,820.-**
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.-**
London Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,450.-**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.-**
Dubai Confirmed dates	15 Mar 2027	19 Mar 2027	**€3,150.-**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.-**
Vienna Confirmed dates	29 Mar 2027	2 Apr 2027	**€2,940.-**



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Dates, venues and fees (continued)

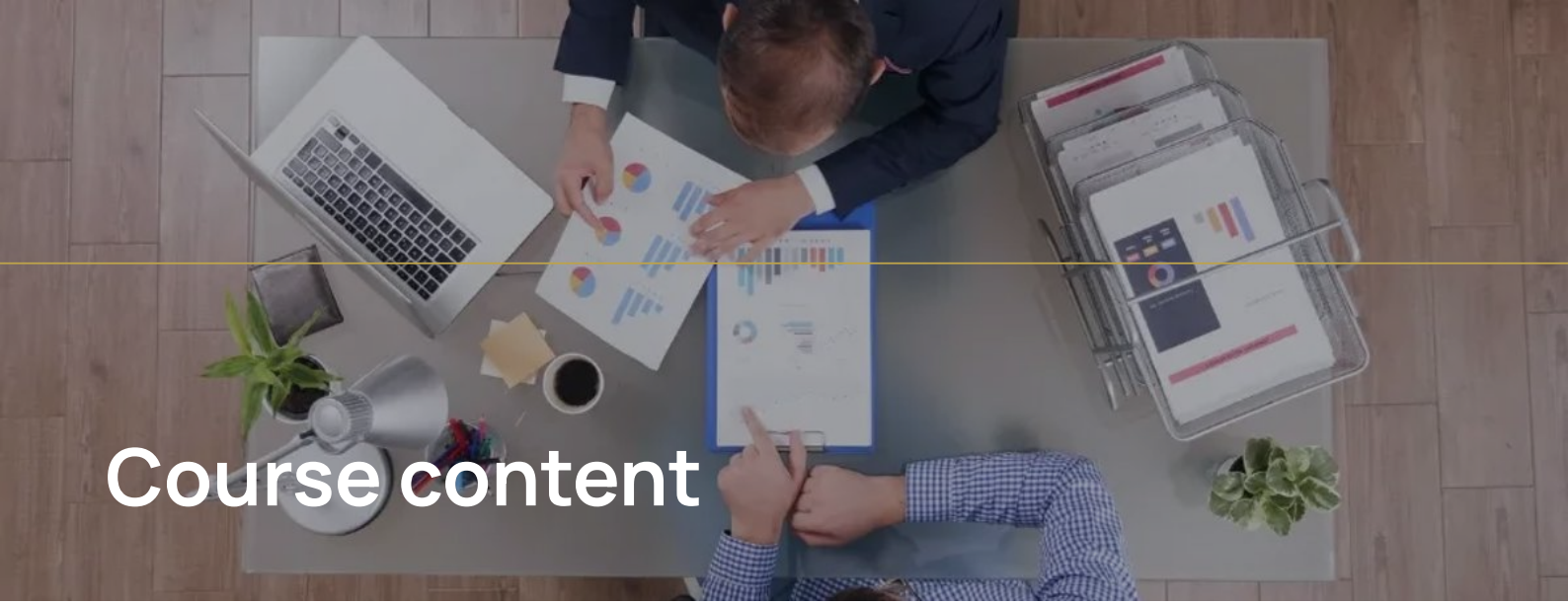
Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.-**
Frankfurt Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,650.-**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,450.-**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.-**
Paris Confirmed dates	3 May 2027	7 May 2027	**€2,860.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Istanbul Confirmed dates	17 May 2027	21 May 2027	**€2,650.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**



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Dates, venues and fees (continued)

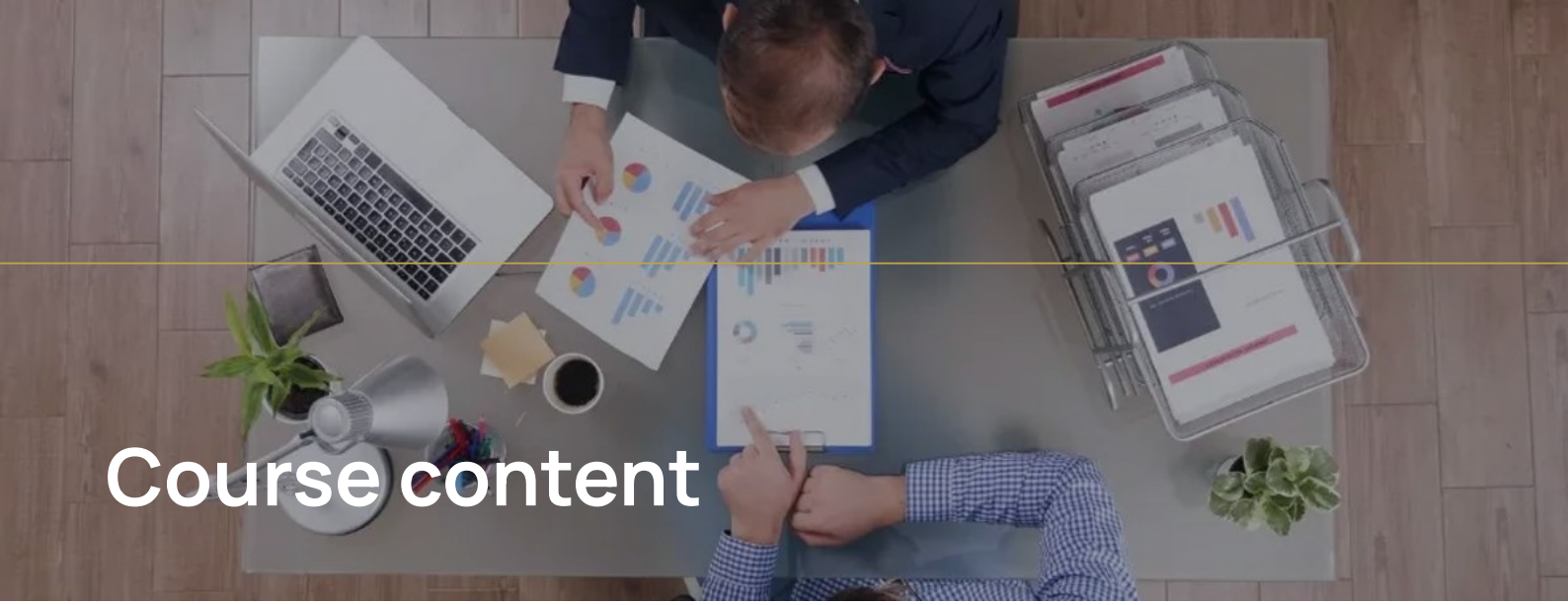
Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	24 May 2027	28 May 2027	**€1,890.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Amsterdam Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,540.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Singapore Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,820.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
London Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,450.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Dubai Confirmed dates	19 Jul 2027	23 Jul 2027	**€3,150.-**



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Dates, venues and fees (continued)

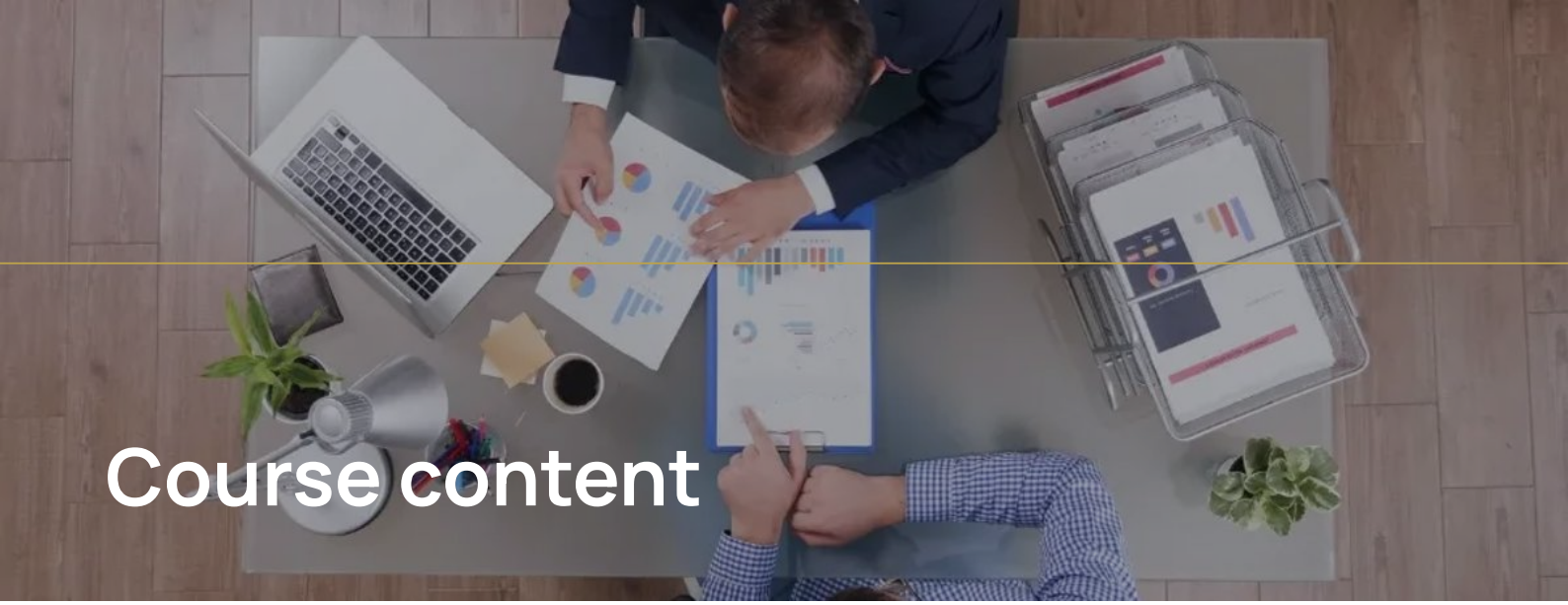
Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Barcelona Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,840.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**
Frankfurt Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,650.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,450.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Paris Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,860.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**



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Dates, venues and fees (continued)

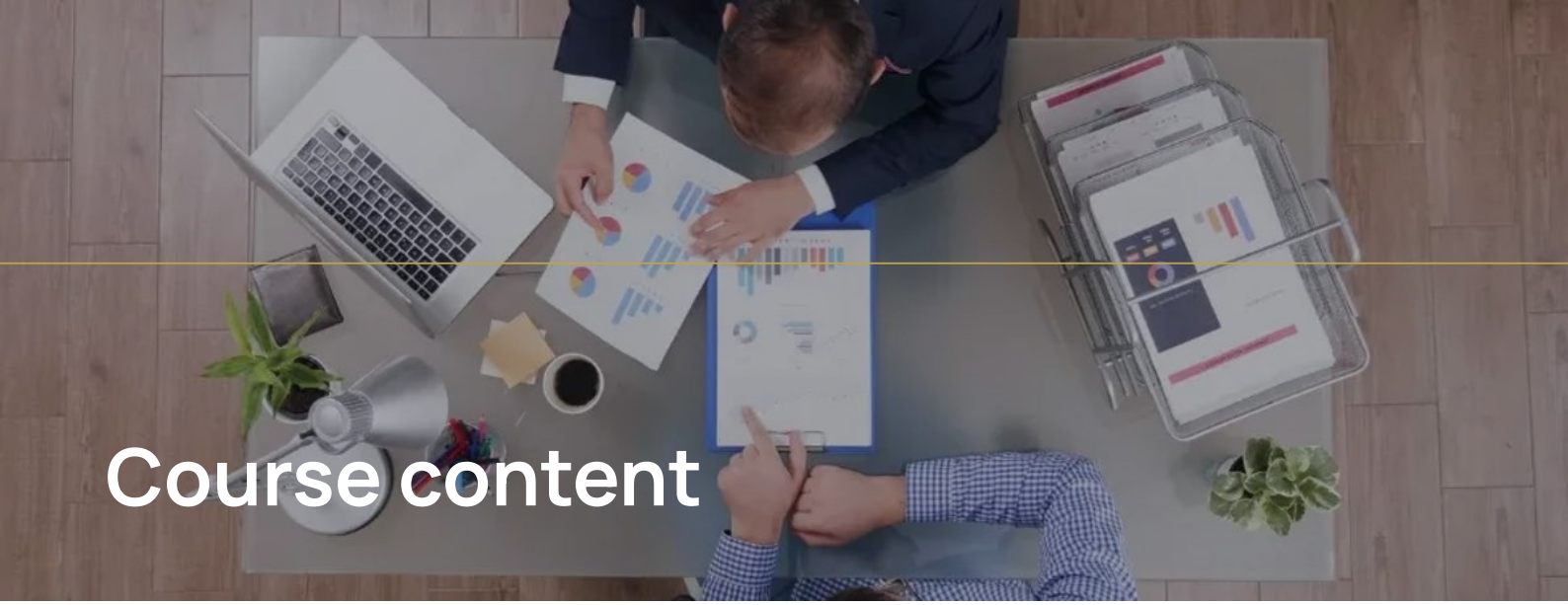
Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,650.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Rome Confirmed dates	27 Sept 2027	1 Oct 2027	**€2,450.-**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
Amsterdam Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,540.-**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.-**
Singapore Confirmed dates	18 Oct 2027	22 Oct 2027	**€2,820.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**
London Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,450.-**



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Dates, venues and fees (continued)

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Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Dubai Confirmed dates	15 Nov 2027	19 Nov 2027	**€3,150.–**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.–**
Rome Confirmed dates	29 Nov 2027	3 Dec 2027	**€2,450.–**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,250.–**
Frankfurt Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,650.–**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,450.–**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.–**



Course content

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

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info@smart-horizon.eu
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