

The MANAGEMENT PLUS series

Concepts

DEVELOPMENT FOR HIGH PERFORMANCE

OBJECTIVES

Reading this unit will help you to:

- Identify how staff development is linked to organisational performance
- Develop staff by leading, coaching, mentoring and delegating
- Identify opportunities for staff development when faced with organisational changes
- Explore the competency framework and how it can be used to highlight individual and team development needs
- Apply the key steps within a performance management process
- Evaluate the effectiveness of training and development activities

Articles

1. Linking development and organisational performance
2. The development process
3. Leading people for competitive advantage
4. The manager as coach
5. Mentoring
6. Delegating
7. The challenge of change
8. Competencies
9. Performance reviews
10. Monitoring and evaluating development

Further reading



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Applications Guide

DEVELOPMENT FOR HIGH PERFORMANCE

OBJECTIVES

The activities in this guide will help you to put into practice the concepts of management covered by this title:

- Identify how staff development is linked to organisational performance
- Develop staff by leading, coaching, mentoring and delegating
- Identify opportunities for staff development when faced with organisational changes
- Explore the competency framework and how it can be used to highlight individual and team development needs
- Apply the key steps within a performance management process
- Evaluate the effectiveness of training and development activities

Activities

1. How to you contribute to organisational strategy?
2. Why invest in development?
3. Development in your organisation
4. Team development survey
5. Development planning
6. Leading people for competitive advantage
7. Giving and receiving feedback
8. Coaching works
9. Planning and holding a coaching session
10. Delegation and decision making
11. Delegation in your workplace
12. Change and development
13. Performance review in your organisation
14. Carrying out informal performance reviews
15. Evaluating development in your organisation



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