



## COURSE OVERVIEW HM0264(GA2)-3D Performance Management and Performance Appraisals

### Course Title

Performance Management and Performance Appraisals

### Course Date/Venue

Session 1: August 30-September 01, 2026/Tamra Meeting Room, Al Bandar Rotana Creek, Dubai, UAE

Session 2: November 01-03, 2026/Sur Meeting Room, Royal Tulip Muscat, Muscat, Oman



### Course Reference

HM0264(GA2)-3D



### Course Duration/Credits

Three days/1.8 CEUs/18 PDHs

### Course Description



***This practical and highly-interactive course includes various practical sessions and exercises. Theory learnt will be applied using our software tools.***



Achieving and maintaining high performance from individuals is a key challenge for team leaders. The skills to lead individuality, maintain organizational goals, develop responsibility in others and deal productively with under-performers is critical to maximizing employee productivity. In this course, you gain the knowledge and skills to focus the performance of the people you manage through clear, agreed performance plans and constructive, future-focused appraisals.



This course is designed to provide participants with a detailed and up-to-date overview of performance management covering setting objectives and conducting appraisals. It covers the performance management, its objectives and various responsibilities; the main phases in a performance management cycle and how to manage each for optimum results; the tangible and intangible measures of performance; the business-based objectives, including SMART targets, measures and Key Performance Indicators (KPIs); five steps for conducting optimal coaching sessions; and the ways of rewarding and recognizing employees.



### **Course Objectives/Outcomes & Benefits for the Participants**

Upon the successful completion of this course, each participant will be able to: -

- Apply and gain in-depth knowledge on performance management covering setting objectives and conducting appraisals
- Define performance management, its objectives and various responsibilities
- List the main phases in a performance management cycle and how to manage each for optimum results
- Develop tangible and intangible measures of performance
- Create business-based objectives, including SMART targets, measures and Key Performance Indicators (KPIs)
- Define coaching and list the 5 steps for conducting optimal coaching sessions
- Conduct effective performance appraisal meetings
- Identify ways of rewarding and recognizing employees

### **Exclusive Smart Training Kit - H-STK®**



*Participants of this course will receive the exclusive “Haward Smart Training Kit” (H-STK®). The H-STK® consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

### **Who Should Attend**

This course provides systematic techniques and methodologies of performance management covering setting objectives and conducting appraisals for team leaders, managers, business partners and line managers.

### **Training Methodology**

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

- 30% Lectures
- 20% Practical Workshops & Work Presentations
- 30% Hands-on Practical Exercises & Case Studies
- 20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

### **Learning Design & Customization**

This course can be customized to the exact requirements of clients. Haward Technology is so proud of our huge capabilities in tailoring our courses to the training needs of our valued clients.




**Course Certificate(s)**


Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours

**Certificate Accreditations**

Haward's certificates are accredited by the following international accreditation organizations:

-  British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

-  The International Accreditors for Continuing Education and Training (IACET - USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **1.8 CEUs** (Continuing Education Units) or **18 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

**Course Fee**

**US\$ 3,750** per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.





### Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



**Dr. Chris Le Roux**, PhD, M.Com, B.Com (Hons), PMP, Industrial Psychologist (HPCSA Reg.), PMI-ATP Instructor PMI-PMP, PMI-CAPM Instructor is a **Senior Management Consultant & Project Management Professional** with over **30 years** of combined engineering, managerial, consulting, counseling, and international training experience across Africa, the Middle East, the Gulf region, and Europe. His expertise lies extensively in the areas of **Project & Contracts Management Skills, Project & Construction Management, Project Planning, Scheduling, Cost Control, and Earned Value Management, Project Management (Predictive, Agile, and Hybrid), PMO setup and governance, Project Delivery & Governance Framework, Project**

**Management Practices, Project Management Disciplines, Risk and Contract Management** (including contract development, tendering, dispute resolution, and claims), **Risk Identification Tools & Techniques, Project Life Cycle, Stakeholder Management and Communication, Performance Coaching and Difficult Conversations, Project Management Processes, Project Integration Management, Project Management Plan, Project Work Monitoring & Control, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Quality Assurance, Project Human Resource Management, Project Communications Management, Leadership Orientation Programme, Leadership & Team Development, Psychology of Leadership, Interpersonal Skills & Teamwork, Coaching & Mentoring, Innovation & Creativity, Leadership & Performance Management, Leadership Communication, Leadership Excellence for Senior Management, Supervisory, Leadership, Coaching & Mentoring, Leadership, Communications & Interpersonal Skills, Administrative Leadership Skills, Office Management & Administration Skills, Contract Management, Tender Development, Contract Standards & Laws, Dispute Resolution & Risk Identification, Myers-Briggs Type Indicator (MBTI), Organization Development Consultation, Advanced Debriefing of Emotional Trauma, Interpersonal Motivation, Model Based Interviewing, Coaching & Motivation, Creative Thinking & Problem-Solving Techniques, Emotional Intelligence and Resilience, Presentation Skills, Communication & Interpersonal Skills, Effective Communication & Influencing Skills, Effective Business Writing Skills, Writing Business Documents, Business Writing (Memo & Report Writing), Controlling Your Time & Managing Stress, Crisis Management and Decision-Making Under Pressure; and Customer Experience, Service Excellence, and Negotiation Skills, Strategic Human Resources Management, Change Management and Organizational Development, Human Capital and Talent Management (succession planning, performance management, competency frameworks, and behavioral assessment), Strategic Planning and Execution, Project Risk Analysis & Risk Management, Global Diverse & Virtual Teams Operation, Exceeding Customer Expectations, Corporate Governance Best Practice, Business Performance Management & Improvement, Building Environment of Trust & Commitment, Win-Win Negotiation Strategies, Quality Improvement & Resource Optimization, Neuro Linguistic Programming (NLP), Personal Resilience Developing, Effective Role Modelling & Development, Managing Dynamic Work Environments, Organizational Development, Career Management, Situation & Behaviour Analysis, Interpersonal Motivation Skills, Inventory Management and Financial Administration. Further, he has also led or supported Training Needs Analyses (TNA), large-scale capability development programs, and leadership pipelines for technical, operational, and graduate employees.**

During his career life, Dr. Le Roux has gained his academic and field experience through his various significant positions and dedication as the **Training & Development General Manager, Departmental Head (Electrical), Project Manager, Account Manager, Commercial Sales Manager, Manager, Sales Engineer, Project Specialist, Psychology Practitioner, Senior Consultant/Trainer, Business Consultant, Assistant Chief Education Specialist, ASI Coordinator, Part-time Lecturer/Trainer, PMP & Scrum Trainer, Assessor & Moderator, Team Leader, Departmental Head, Senior HR Consultant, Senior Lecturer / Academic Supervisor, Technical Instructor/Qualifying Technician, Apprentice Electrician: Signals, International Trainer, and Part-Time Electrician** from various companies and universities such as the South African Railway (SAR), Department of Education & Culture, **ESKOM**, Logistic Technologies (Pty. Ltd), Human Development: Consulting Psychologies (HDCEP) & IFS, Mincon, Eagle Support Africa, Sprout Consulting, UKZN, Grey Campus, Classis Seminars and CBM Training.

Dr. Le Roux has a **PhD in Leadership in Performance & Change**, a **Master's degree in Human Resource Management**, a **Bachelor's degree (with Honours) in Industrial Psychology**, a National Higher Diploma and a National Technical Diploma in **Qualified Electrical & Mechanical Engineering** from **Germiston College, South Africa**. Further, he is a **Certified Project Management Professional (PMP)**, a **PMI Authorized Training Partner (ATP) Instructor**, a **Certified Associate in Project Management (PMI-CAPM)**, a **Certified Scrum Master Trainer** by the VMEdu, a **Certified Instructor/Trainer** and a **Certified Internal Verifier/Assessor/Trainer** by the **Institute of Leadership & Management (ILM)**. Moreover, he is a **Registered Industrial Psychologist** by the Health Professions Council of South Africa (HPCSA), a **Registered Educator** by the South African Council for Educators (SACE) and a **Registered Facilitator, Assessor & Moderator** with Education, Training and Development Practices (ETDP) SETA. He has further delivered numerous trainings, courses, seminars, conferences and workshops globally.





**Course Program**

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

**Day 1**

0730 – 0800	Registration & Coffee
0800 – 0815	Welcome & Introduction
0815 – 0830	<b>PRE-TEST</b>
0830 – 0930	<b>Performance Management – Introduction &amp; Definitions</b> Definition of Performance Management • Objectives of Performance Management • Impact of Poor Performance on an Organization • Key Terms and Uses
0930 – 0945	Break
0945 – 1100	<b>Performance Management – Introduction &amp; Definitions (cont'd)</b> The Annual Performance Cycle: an Overview • Responsibilities in Performance Management • Shared Management Model • Mistakes in Performance Management
1100 – 1200	<b>Establishing Effective Objectives</b> Cascading the Vision, Mission and Strategies • The Impact of Critical Success Factors on Performance • The 3 Types of Performance Criteria • Key Result Areas – Definition and Examples • Key Performance Indicators
1200 – 1215	Break
1215 – 1420	<b>Establishing Effective Objectives (cont'd)</b> Differences Between Goals and Objectives • Turning Goals into Objectives the SMART Way • Measuring the Semi Tangible Factors and Competencies • Corporate Values – Their Importance
1420 – 1430	<b>Recap</b>
1430	Lunch & End of Day One

**Day 2**

0730 – 0930	<b>The Importance of Coaching</b> Defining Coaching • Coaching Responsibilities • Benefits of Good Coaching • The Focus and Purpose of Coaching
0930 – 0945	Break
0945 – 1045	<b>The Importance of Coaching (cont'd)</b> Important Coaching Skills • Five Steps of Coaching for Optimal Performance • Role Play: Facilitating a Coaching Session
1045 – 1200	<b>Conducting Effective Performance Appraisals</b> Planning Performance Appraisals • Conducting Effective Appraisal Meetings
1200 – 1215	Break
1215 – 1420	<b>Conducting Effective Performance Appraisals (cont'd)</b> Roles of Managers and Employees • Common Appraisal Errors
1420 – 1430	<b>Recap</b>
1430	Lunch & End of Day Two

**Day 3**

0730 – 0930	<b>Following Up After the Performance Appraisal Meeting</b> Percentage of Time Spent on Performance Management • Acknowledging Good Performance
0930 – 0945	Break
0945 – 1045	<b>Following Up After the Performance Appraisal Meeting (cont'd)</b> Ways of Recognizing Employees • Techniques for Performance





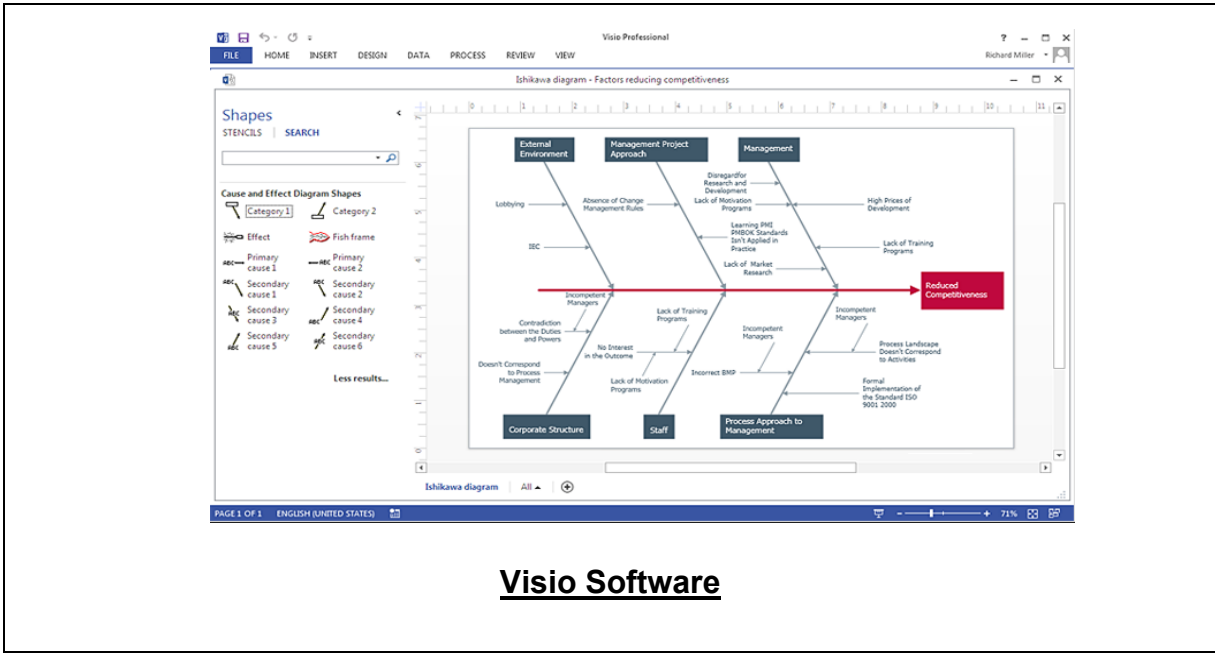
1045 – 1200	<b>Following Up After the Performance Appraisal Meeting (cont'd)</b> Categories of Performance Problems and Possible Causes • System Factors Versus Individual Factors
1200 – 1215	Break
1200 – 1345	<b>Following Up After the Performance Appraisal Meeting (cont'd)</b> Performance Improvement Planning
1345– 1400	<b>Course Conclusion</b>
1400 – 1415	<b>POST-TEST</b>
1415 – 1430	Presentation of Course Certificates
1430	Lunch & End of Course

**Software Tools Demonstration**

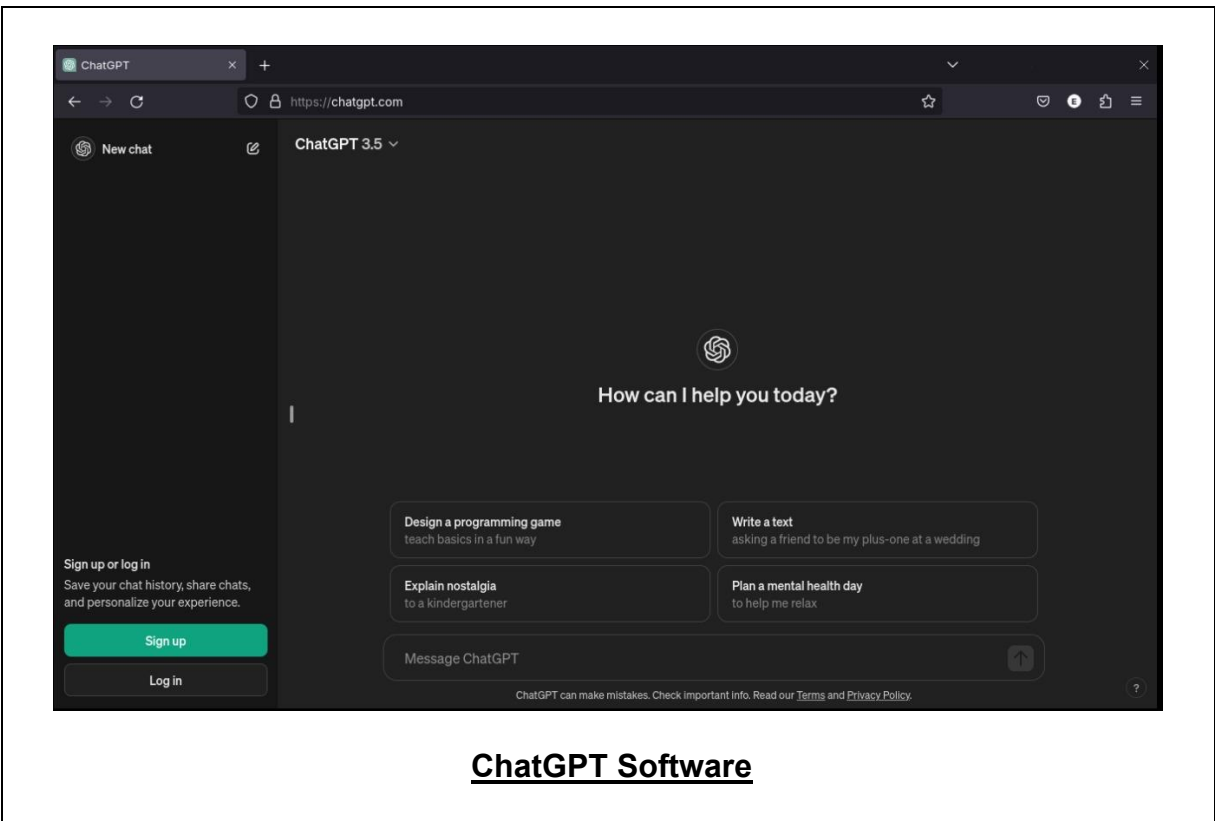
Practical sessions will be demonstrated through software tools during the course for delegates. Delegates will have an opportunity to understand the exercises using the “Mindview Software”, “Visio Software”, “ChatGPT” and “PMI Infinity”.

The image displays a software demonstration. At the top, a 'Mind map' window shows a hierarchical diagram with nodes for 'Problem Solving', 'Assessment', 'Planning', 'Measurement', and 'Monitoring'. Below this, a 'Word' window shows a document with the same structure, including sections like 'Recognize symptoms', 'Set up team', 'Identify main problems', and 'Select problem'. A red dashed arrow points from the mind map to the Word document, indicating synchronization. The text 'Mind map' and 'Word' are placed near their respective windows.

**Mindview Software**



**Visio Software**



**ChatGPT Software**





The screenshot displays the PMI Infinity website interface. At the top, it says "Explore Project Management". Below this, there are four main content cards:

- PMI Certifications:** A comparison chart and business rationale for PMI certifications.
- Project Health-Check Questionnaire:** An email questionnaire that can be used with your team/stakeholders to conduct a project health check.
- Managing Scope Creep:** An email to rally stakeholders to clearly define and agree on the objectives of the project.
- Stakeholder Management and Communication:** An adaptable template for project managers to effectively manage and communicate with stakeholders.

At the bottom of the main content area, there is a search bar with the text "Ask me about project management" and a "PMI Infinity 5.0: Enhanced, Refined, and Continuously Evolving for the Future" tagline. A "Need a little help?" link is also visible.

On the left side of the screenshot, there is a vertical sidebar with the text "Provide Feedback" and "Become a PMI Infinity Product Tester".

**PMI Infinity**

**Course Coordinator**

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