BLACKBIRD FOR TRAINING

# Performance Management System Design

20 – 24 September 2027
Kigali (Rwanda)



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## Introduction

This course treats performance management as an integrated organizational system, not as an annual appraisal form or a standalone administrative procedure. A strong performance management system starts with clear objectives, moves through measurable indicators, links results with behaviors and competencies, and then becomes a continuous process of performance conversations, development decisions, and measurable improvement plans.

The program focuses on how to design a fair and practical performance system that supports organizational strategy and gives leadership clear visibility on achievement levels, output quality, capability gaps, and the impact of individual and team performance on organizational results. It also explains how to use Data Analysis and Analytics to read performance outcomes, identify patterns, understand the reasons behind weak performance, and support more accurate decisions related to development, rewards, and productivity improvement.

The course follows an applied approach that begins with diagnosing the current system, then moves into designing the performance framework, building indicators, managing the review cycle, analyzing results, and finally preparing a practical performance management model that can be implemented and monitored within the organization.

## Course Objectives

By the end of this course, participants will be able to:

- Analyze the effectiveness of the current performance management system.
- Design a performance system aligned with organizational strategy and objectives.
- Build clear and measurable individual and team objectives.
- Select performance indicators that fit different roles and departments.
- Differentiate between result indicators, behavioral indicators, and competency measures.
- Design a complete performance cycle covering planning, follow-up, review, and development.
- Use data analysis to understand performance trends and gaps.
- Apply analytics to interpret evaluation results and identify improvement opportunities.
- Reduce bias and common errors in performance evaluation.
- Link performance outcomes with development, training, rewards, and succession planning.
- Prepare executive performance reports that support management decisions.
- Build an implementation plan for a clear, fair, and sustainable performance management system.



# Course Outlines

## Day 1: Diagnosing the Performance System and Linking It to Strategy.

The program begins with a core question: does the current performance system measure what truly matters to the organization?

- Analyzing the real purpose of performance management.
- Linking organizational performance with strategic and operational objectives.
- Reviewing weaknesses in traditional appraisal systems.
- Identifying the gap between required performance and currently measured performance.
- Understanding the relationship between objectives, results, behaviors, and competencies.
- Analyzing the roles of senior management, human resources, and line managers in the system.
- Identifying the risks of an unclear or unfair system on trust and productivity.
- Practical application on diagnosing an existing performance system and identifying improvement areas.

## Day 2: Designing the Performance Framework and Measurement Indicators.

The second day focuses on building the core of the system: what should be measured, and how can measurement reflect the real value of work?

- Designing a performance framework that links the organization, department, and individual.
- Writing precise, clear, and trackable performance objectives.
- Selecting performance indicators for leadership, operational, and support roles.
- Differentiating between quantitative and qualitative indicators.
- Designing indicators for competencies and professional behaviors.
- Setting relative weights for objectives and indicators.
- Avoiding superficial indicators that do not support decision-making.
- Practical workshop on building a performance scorecard for a specific role or department.

## Day 3: Managing the Performance Cycle and Continuous Reviews.

This day shifts performance management from an end-of-year assessment to a continuous performance process throughout the year.

- Designing annual or semi-annual performance cycle stages.
- Creating clear mechanisms for planning, follow-up, and review.
- Managing performance discussions between managers and employees.
- Providing practical feedback linked to behaviors and results.
- Documenting performance in a way that reduces disputes and supports fairness.
- Managing underperformance and individual improvement plans.
- Training managers to conduct balanced evaluations and reduce bias.
- Simulation of a performance review meeting using a complex performance case.



## Day 4: Data Analysis and Analytics in Performance Management.

This day focuses on transforming performance results from scattered numbers into insights that support accurate management decisions.

- Identifying the data required to measure performance objectively.
- Analyzing evaluation results by department, role, level, and time period.
- Using analytics to identify patterns of high and low performance.
- Reading the relationship between performance, productivity, absence, turnover, and training.
- Analyzing gaps between manager evaluations and actual results.
- Detecting potential bias in performance evaluation results.
- Preparing performance dashboards and executive reports.
- Practical application on analyzing performance data and extracting development recommendations.

## Day 5: Linking Performance to Development and Organizational Decisions.

The final day connects the performance system with the decisions that matter most to the organization: development, rewards, career progression, and talent planning.

- Linking performance results with training and development plans.
- Using evaluation outcomes in reward and incentive decisions fairly.
- Identifying high performers and critical roles.
- Supporting succession planning through performance data.
- Building review and appeal procedures to ensure transparency.
- Preparing a practical guide for implementing the performance management system.
- Setting indicators to measure the success of the system after implementation.
- Final application on designing an integrated performance management model for an organization.

## Why Attend this Course: Wins & Losses!

- Build a performance management system that supports strategy, not just procedures.
- Improve clarity of objectives and responsibilities between employees and managers.
- Design fairer performance indicators linked to real results.
- Reduce bias and errors in performance evaluation.
- Transform appraisal from an annual judgment into a continuous development dialogue.
- Use Data Analysis and Analytics to understand performance patterns.
- Link performance outcomes with training, rewards, and talent plans.
- Improve the quality of performance reports presented to management.
- Support human resources decisions with evidence and clear indicators.
- Increase transparency and trust in the evaluation system.
- Identify performance gaps before they become organizational problems.
- Build a system that can be implemented, monitored, and continuously improved.



## Conclusion

This course provides a strong practical perspective on designing a performance management system that supports organizational decisions, improves productivity, and strengthens the quality of dialogue between management and employees. It does not treat performance management as an appraisal form but as a system that begins with objectives, continues through follow-up and analysis, and ends with clear development and improvement decisions.

The program connects systematic design with practical workplace reality. It focuses on writing objectives, building indicators, managing reviews, reducing bias, and turning performance outcomes into usable information for training, rewards, succession planning, and capability improvement.

The course also gives clear attention to Data Analysis and Analytics in performance management, so evaluation results become a tool for understanding trends and gaps, not just numbers stored in annual reports.

**By the end of the course, participants will be better prepared to design a performance management system that is fair, clear, measurable, and aligned with organizational strategy, while turning performance data into practical decisions that support growth and improve execution quality.**

