

Welcome Back to WUN Drive



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Module Four: Performance Management



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Learning Objectives

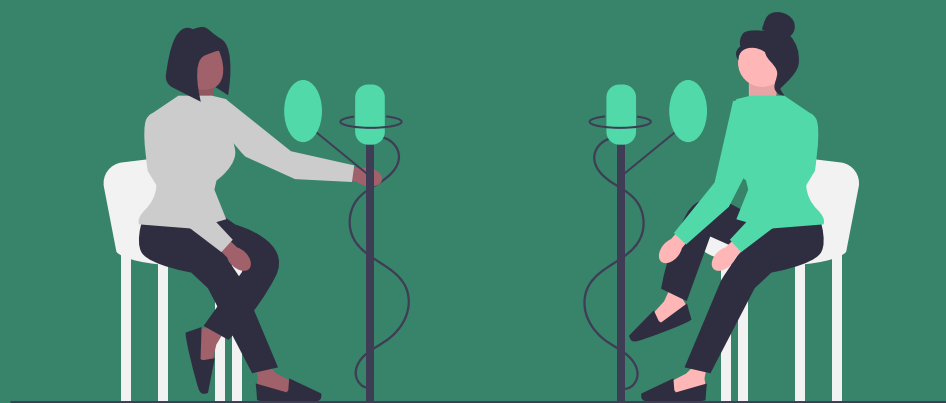
Today we're going to cover:

- The skills to manage performance effectively and Confidently
- How to:
 - Set clear expectations
 - Provide positive and developmental feedback
 - Conduct performance reviews
 - Give praise and recognition.
- Techniques for managing personal performance



Activity – 10 mins

- In trios, reflect on your own experiences with performance management.
- Each person should share at least one success and one challenge that you have experienced.
- One person should make notes to feedback



PM 'defined'..

Performance Management' describes the attempt to maximise the value that employees create. It aims to maintain and improve employees' performance in line with an organisation's objectives.

It's not a single activity, but rather a group of practices that should be approached holistically. There's no standard definition of performance management but it describes activities that:

- **Establish objectives** for individuals and teams to see their part in the organisation's mission and strategy.
- **Improve performance** among employees, teams and, ultimately, organisations.
- **Hold people to account** for their performance by linking it to reward, career progression and termination of contracts.

Chartered Institute of Personnel & Development

Think back to Module one ...The Brain

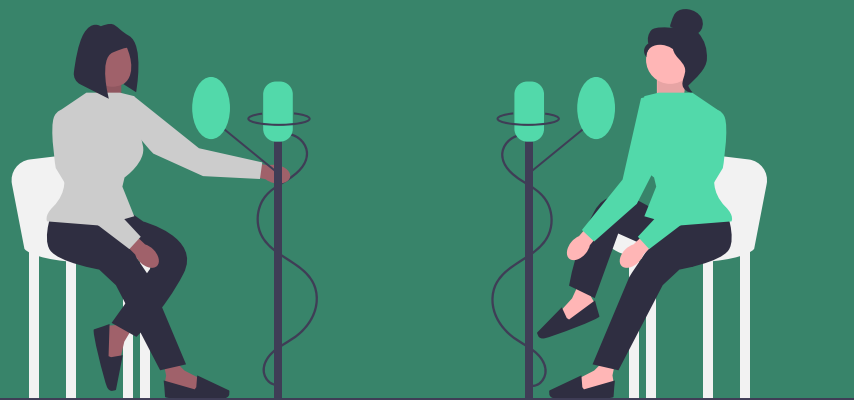
- Aims to keep us safe in every situation
- The 'Stress' Response - when we don't feel safe – we respond
- 'Fight or flight' are the two most understood
- Not a conscious choice but physical changes give clues

- How is this relevant to today's topic???



Activity – 10 mins

- In groups of 4 brainstorm the important behaviours and strategies for building trust and good rapport with teams
- One person should make notes to feedback

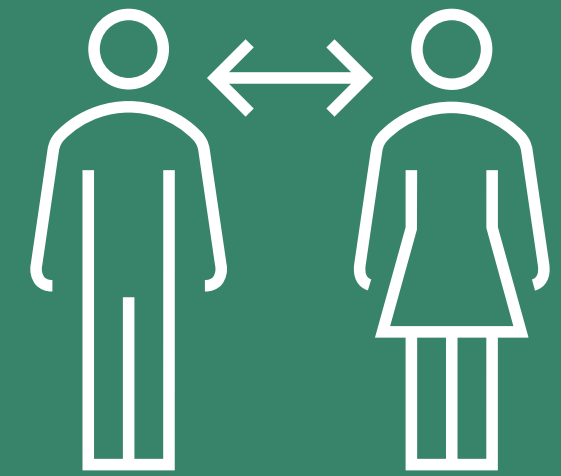


10 Minute Comfort Break



Feedback Essentials

- Setting clear expectations
- Creating a feedback friendly environment
- The importance of inclusive language
- Giving praise and recognition



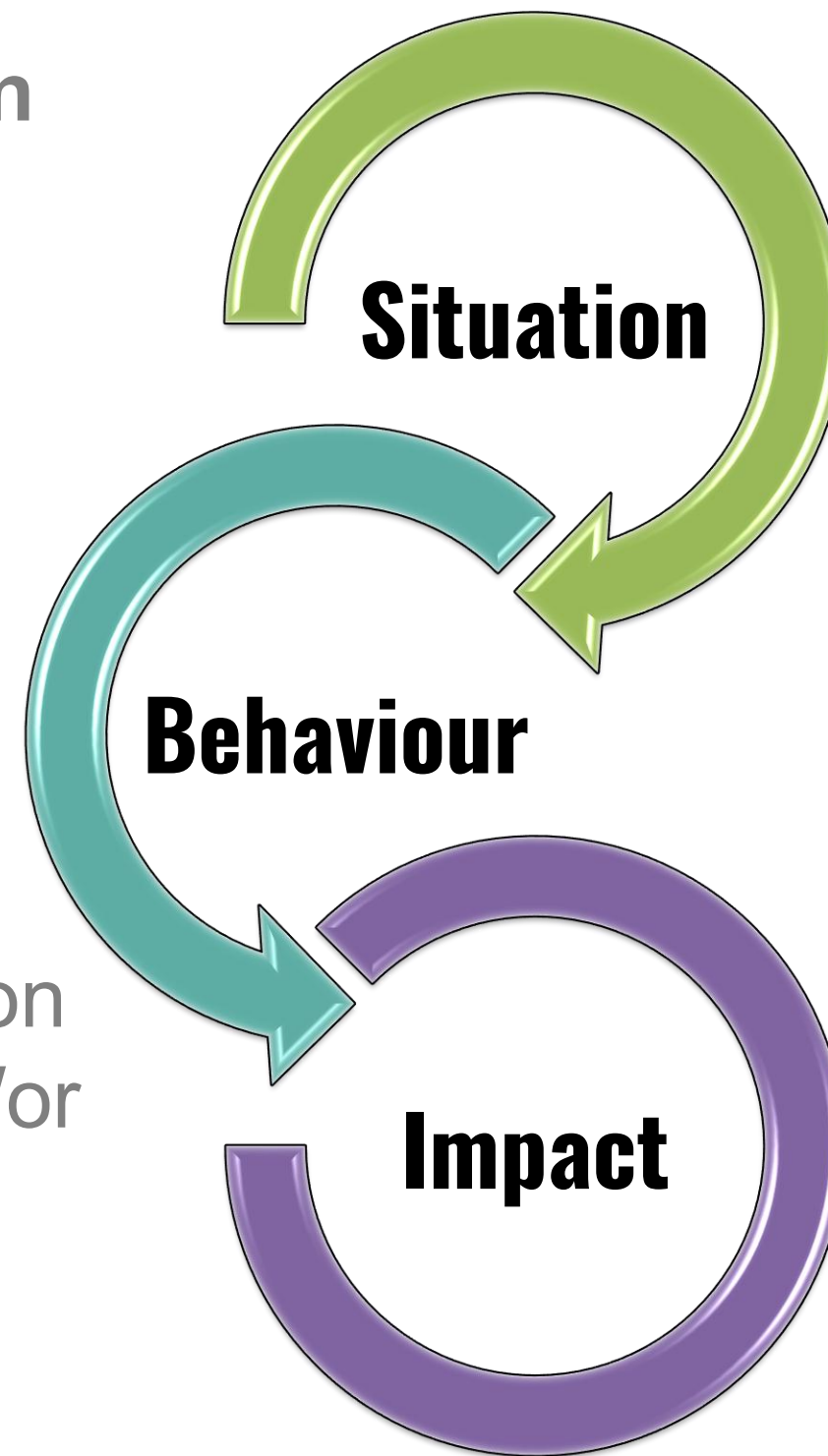
The SBI Feedback Model



Describe the specific **situation** where you observed the behaviour.

Describe the observable **behaviour**.

Describe the **impact** it had – on colleagues, the customer and/or you.



At the project review meeting on Tuesday...

...you presented your analysis clearly, but when Rav raised a concern about budget, you dismissed his comments without acknowledging them...

...He stopped raising any concerns and this could discourage others from raising concerns in the future. It also meant we missed an opportunity to explore potential risks early...

Activity – 10 mins

- In trios, review your allocated scenario
- Apply the SBI Model to compile your feedback and practice framing it in the most effective way
 - Plus ! Consider how to close down your conversation
- One person should be prepared to give the example to the full group



Scenario A

One of your direct reports has become less productive over the last 12 months. He is not delivering the same quantity of work as others in the team and you have noticed that he is taking longer to complete tasks than others who had been here same amount of time which is meaning that the team is often failing to meet agree targets. The team have all had the same level or training.

Scenario B

Two of your direct reports are close friends. Both of them regularly fail to give updates on progress with projects and tasks. You suspect that they are spending a lot of time messaging and talking to each other. They do not mix with other members of the team and at a recent team day, they sat in the corner for the majority of the day.

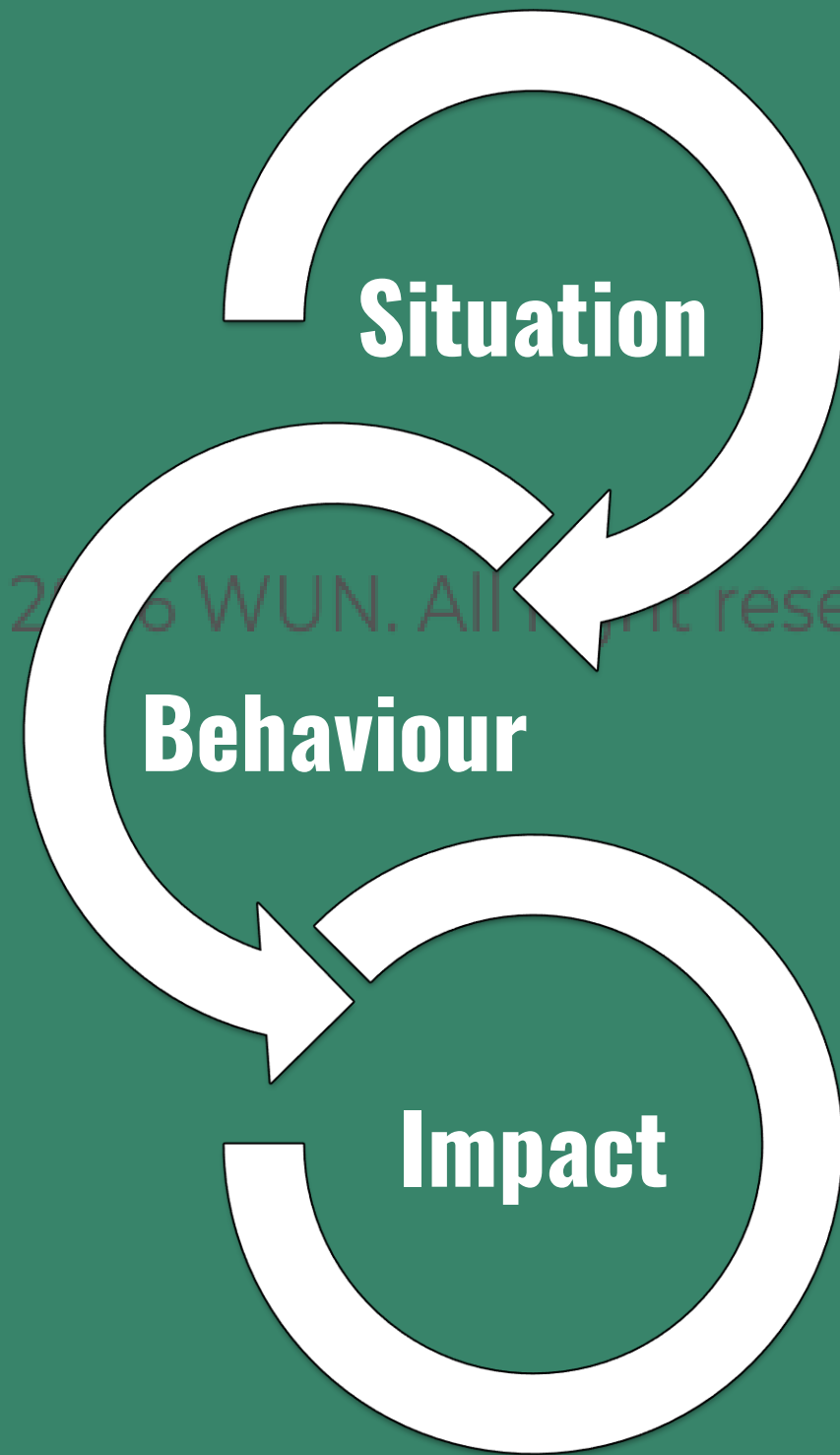
Scenario C

In your team there is an individual who likes to gossip about others. He is an excellent performer and you are worried that calling this out will impact his relationship with you, or impact his delivery. Others in the team have mentioned this to you recently, and at a recent meeting, you heard him talking indiscreetly about another colleague in a coffee break.

Scenario D

You are leading a cross functional project team which also has a number of specialists in support roles to the project, but who are not directly part of the team. The project engineer is very senior and is not turning up to the meetings which means that there is often information which is being waited for before other tasks can progress, You have mentioned this before and she challenges you saying that she has a lot of competing tasks and that she will get to meetings when she can. You find yourself having to pick up the pieces and deliver her work so that it doesn't become a blocker to the project.

Group feedback



Representative of each group to outline the scenario and deliver the feedback, and closure points

The rest of the group to listen, then give any feedback using ‘what went well, and what would have made it even more effective’.

10 Minute Comfort Break



Activity – 15 mins

Performance feedback for different personality types

- **Group 1 – Sabrina:** She is fast paced and thinks quickly. She is happy to speak her mind and is focused on getting on with things. Sabrina is competitive.
- **Group 2 – Jon:** He is enthusiastic and likes to understand the context/bigger picture. He is quick to speak up but likes to bring people with him
- **Group 3 – Daniel:** He is analytical and reserved. Details and getting things right are his comfort zone and he values stability and privacy.
- **Group 4 – Lou:** She likes to feel supported and . She is trusting and likes to feel that her contribution is valued. She likes to reflect and may not speak up in meetings.

Summary & Action Planning



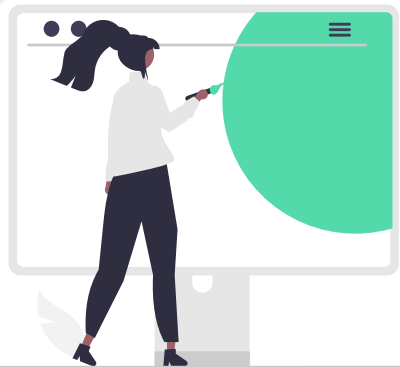
Summary



- **Every conversation with your team is a performance conversation**
- **Performance is about delivery and behaviours**
- **Focus on creating a feedback-friendly environment**
- **Remember that ‘Clear is Kind’ !**
- **Don’t forget to give praise and recognition**

Action Planning

- Write down two or three actionable steps that you will put into practice before our next session based on our work today
- Review your programme objectives and decide if there's anything you would like to change or add after this module
- Share with the group



Finally

- Next up is Navigating Careers!
- Please complete the WUN feedback survey – to help us shape future modules and programmes
- Any final questions?

WUN Drive Feedback Module 4



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