CONCEPT

Performance Management: Aligning Individual Objectives with Institutional Performance

7 – 11 June 2027
Barcelona - Eixample district four-star



Performance Management: Aligning Individual Objectives with Institutional Performance

Ref: 1052_4665 **Date:** 7 – 11 June 2027 **Location:** Barcelona - Eixample district four-star **Fees:** 23500 SAR

Technical depth: Practitioner · **Practical mode:** Case study

Introduction

Many organisations report strong individual appraisal ratings in the same year that institutional targets are missed. Individual objectives are written from job descriptions rather than strategy, units set goals in isolation, and ratings reward effort that does not move organisational results. This Core Concept course equips managers to connect institutional objectives to unit, team and individual goals, run review cycles that keep them aligned and apply controls that make ratings credible. Participants apply each method to case material from several sectors and leave with a Performance Alignment Blueprint for their own organisation.

Course Objectives

- Diagnose alignment gaps between institutional, process and individual performance using recognised performance models
- Cascade institutional objectives and KPIs into unit, team and role objectives with a clear line of sight
- Write weighted individual objectives and key result areas that reflect both strategy and role accountability
- Run check-in, feedback and development conversations that keep individual work aligned during the cycle
- Apply calibration and bias controls so that individual ratings reflect contribution to institutional results
- Produce a Performance Alignment Blueprint ready for approval by HR and senior management

Target Audience

- HR and performance management managers responsible for appraisal systems
- Strategy and performance office managers accountable for institutional KPIs
- Department and unit managers who set and review their teams' objectives
- Talent and organisational development managers linking performance to development
- HR business partners advising leaders on goal setting and appraisal outcomes

Course Outline

Day 1: The Performance Alignment Problem

- Line of Sight Concept and Alignment Gap Diagnosis
- Rummler-Brache Three Levels of Performance: Organisation, Process and Job
- Performance Management Cycle: Plan, Monitor, Review and Reward
- Goal Quality Audit Using a Sample of Current Individual Objectives
- Performance Driver Analysis with Gilbert's Behaviour Engineering Model

Day 2: Alignment Frameworks and Models

- Management by Objectives and Locke and Latham Goal-Setting Theory
- Balanced Scorecard Tiers from Institutional to Individual Level
- OKRs and Appraisal Objectives: Separation and Linkage Rules
- Competency Frameworks and Behavioural Indicators
- ISO 10015 Competence Needs Determination Linked to Organisational Objectives

Day 3: Cascading Goals and Managing the Cycle

- Goal Cascade Mapping from Institutional KPIs to Unit and Role Objectives
- SMART Individual Objectives and Weighting Schemes
- Role Profile and Key Result Area Drafting
- Check-In Conversations Using the SBI Feedback Model
- Individual Development Plans Linked to Capability Gaps

Day 4: Rating Integrity, Risk and Advanced Cases

- Rating Calibration Sessions and Rating Distribution Analysis
- Rater Bias Controls: Halo, Leniency, Central Tendency and Recency
- Shared Objectives for Cross-Functional and Project Teams
- Nine-Box Grid for Performance and Potential Review
- Pay-for-Performance Linkage Risks and Design Checks

Day 5: Case Work and the Performance Alignment Blueprint

- Telecoms Operator Case Study: Conflicting Targets Between Units
- Government Service Agency Case Study: Rebuilding the Appraisal Cycle
- Alignment Map Build from an Own Institutional Objective
- Performance Alignment Blueprint Drafting
- Peer Challenge Panel and Blueprint Defence

Skills You Will Gain

- Performance Diagnosis
- Goal Cascading
- Objective Writing
- Performance Conversations
- Rating Calibration
- Talent Review
- Development Planning

Why Attend This Course

- Return to work with a Performance Alignment Blueprint for your own organisation, already tested against peer challenge
- Show every employee how their objectives contribute to the results leadership is accountable for
- Bring appraisal outcomes closer to institutional results so ratings carry weight with leadership
- Compare appraisal and goal-setting practice with managers from other sectors and countries

Conclusion

Institutional results depend on individual work being directed at the right objectives and reviewed on the right evidence. This course moves from diagnosing alignment gaps, through the performance, goal-setting and competence models that connect the levels of an organisation, to cascading goals, managing the review cycle and protecting rating integrity. The final day turns that material into a Performance Alignment Blueprint that participants take back to HR and senior management, giving them a structured and defensible design for the next performance cycle.