



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

Performance management at work

PROF. BRIAN GROVES

Area of study:	Business and Economics
Area Code:	IB/MG390
Method of Instruction:	In-person

Description

Performance management here refers to the organizing of efforts for the sake of delivering daily excellence.

“... in order to perform at our best we need to be our best. Barriers between us and our best performance are explored, together with other elements influencing our effectiveness.” Brian Groves, *Coaching, performing and thinking at work*.

Performance management at work takes its starting point from these words, together with the words of Amy C. Edmondson in her 2019 book *The Fearless Organization. Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*: “People must bring their brains to work and collaborate with each other to solve problems and accomplish work that’s perpetually changing.”

And, as Julia Hobsbawm states in her 2023 paperback version of *The Nowhere Office. Reinventing Work and the Workplace of the Future*: “It is a new era in professional work which blows away the cobwebs of a stale working model of management and presenteeism and replaces it with a fairer and more functional system that works not only from the top down but also across an organisation. ... The onus should be less on the employee having their performance evaluated and more about the organisation being asked: how are we performing for you?”

The course covers various topics associated with the modern work environment to explore how current and future workers can manage resources to perform at their best, anywhere, throughout their careers.

Course objectives can be synthesized as follows:

- Explore the work environment of today and tomorrow;
- Review aspects of personal performance management;
- Build an inclusive, collaborative working mindset.

COURSE CONTENTS

- Work-environment wellbeing
- Aspects of work: coaching, performing and thinking
- Overcoming work challenges
- Learning from other students: an example of successful performance in a working environment



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PREREQUISITES

The course is an introduction to performance management at work and does not require any previous knowledge of the material to be covered. Curiosity towards 'performing at our best at work' will be a facilitating factor in obtaining the most from the sessions.

METHOD OF TEACHING

Together with traditional front-of-room lectures coupled with MS PowerPoint input, the learning process is supported by stimulating experiential learning and interactive coaching exercises, short videos, small group work, pair work and group discussions.

COURSE REQUIREMENTS

Students are required to:

- a) Attend in class and actively participate in the class lessons. Mobile phones are NOT to be used in class;
- b) Create, in MS PowerPoint or PDF only, a five-minute end-of-course presentation, highlighting an example of an excellent performance involving themselves or others in a working environment (university, internship, part-time job, community project, volunteer activity, etc.). The presentation should be submitted for viewing during the scheduled 'Class presentations' lesson(s);
- c) Take an end-of-course two-part (open book) written exam assignment for online submission by the scheduled 'Final exams' lesson.

CREDITS

6 ECTS

GRADING

Engagement with the lessons	10% of final grade
Class presentation	30% of final grade
Final written exam	60% of final grade

COURSE READINGS AND MATERIALS

Essential reading list:

Groves Brian, *Coaching, performing and thinking at work* (EDUCatt publication).

Material for the coaching exercises and the course slides will be available on Blackboard.

INSTRUCTOR BIO

Brian Groves DipM FCIM Chartered Marketer, CTI-trained Co-Active Coach, Freelance Trainer, and Author, has supplied to date over 17,650 hours of professional and personal development to a portfolio of corporate and individual clients.



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Past clients include: ARCA SGR SpA, Compaq Computer SpA, Credit Suisse First Boston, Dell SpA, Escada Italia Srl, Fideuram Capital SpA and Luxottica Group SpA.

As a Contracted Professor, in addition to the course *Performance management at work*, Brian teaches the Università Cattolica's International Curriculum graduate courses *Leadership coaching: bringing potential to the stage of work*, *Personal marketing: performance skills at work*, *The human side of business*, and *Diversity at work: working better by working together*.

In past semesters, he additionally taught the course *Mentoring success: the stage of work*, being part of the Università Cattolica's International Internship Program, plus the Interfaculty postgraduate course *Training through drama and coaching for work*. In 2012, as a Visiting Professor, he taught this course at the Pontifical University of John Paul II in Krakow, Poland.

Born in Brighton, England, he started his career in the corporate worlds of London and Brighton working in finance and banking. Putting aside the suit and tie, he then experienced a different perspective of life as a kibbutz volunteer, based near Haifa, Israel, for six months.

After residing in Milan for many years, he currently lives in Modena, Italy. A passion for music, sport, and the theatre, examples of channelling the power of preparation and practice into peak moments of performance, have accompanied him throughout his journey to now.

To date, he has published 36 books uniting coaching, performance and work, plus more recently, inspirational and haiku poetry. A keen blogger, Brian's 1,415+ postings regarding professional and personal development can be read at <http://bgdtcoaching.wordpress.com>

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