

PerformanceWORKS® Managing Performance for Results®

Section 1 • Increasing Our Awareness

The Life-Cycle of Employee Performance



This introductory section presents the **Life-Cycle of Employee Performance** and identifies the conversations leaders need to hold.

Participants have the opportunity to identify a specific issue they will work on during the course. They are then introduced to **The Effectiveness Model**, which graphically illustrates the interrelationship between results, respect, and relationships.

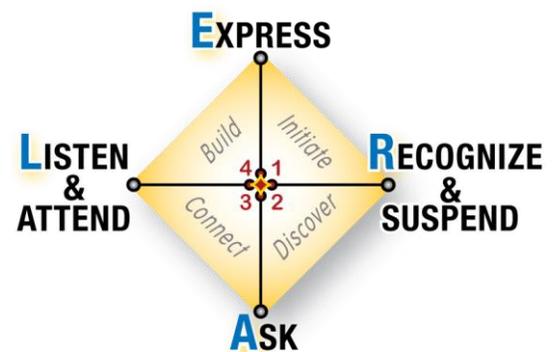


To finish the section, the group takes some time to examine leadership behaviors that most effective—and some that are less effective, in preparation for learning the skills covered in the next section.

Section 2 • Learning Core Skills Helps REAL Conversation Work

To begin this section, we discuss reasons people give for why they hesitate or fail to hold conversations that improve performance. Once participants have identified their own reasons, we move to completing a self-assessment and creating an action plan.

The meat of this section consists of exploring the **REAL Skills** of *Recognize and Suspend*, *Express*, *Ask*, and *Listen and Attend*, and then learning how to create a **REAL Conversation Framework** by combining those skills in ways which have been proven effective for every different type of conversation an effective leader needs to know how to hold.



The four phases of this functional framework are **Initiate**, **Discover**, **Connect**, and **Build**.





Initiate

During this phase of the conversation, participants learn to take time for the important steps of preparation: to **clarify the assumptions** they hold about certain individuals or certain situations so that they can more effectively prepare for the conversation that needs to take place, then to **identify their intent or purpose** for holding the conversation in order to focus the conversation on achieving desired outcomes.

Finally, group members are taught to **focus the attention** of the listener at the beginning of a conversation, participants are taught to create an *Attention Check* by crafting the conversation in a way that first invites engagement in the conversation, then shares the facts first, followed by their interpretation of the meaning behind those facts.

As part of the discussion about facts and interpretations, we spend some time exploring the Process of Perception and helping participants understand the way our thinking can create difficulty in our interactions with others.

Discovery

Participants learn to Discover by asking “confirming” questions to *validate* their thinking or open-ended questions, which allow the questioner to *explore* and gain more information.

Connection

Connection is created by *summarizing* what one has heard, *clarifying* any differences in understanding between the parties, and clearly identifying future *expectations and consequences*.

Build

In the final phase of the conversation, it is important to establish accountability by *finalizing plans* and *gaining commitment*.

After learning the elements of the REAL Framework, participants are given ample opportunity to practice crafting and then holding their own difficult conversation, which solidifies the principles that have been taught.

Finally, we hold an interesting discussion about how to handle uncomfortable emotional reactions others might have as a result of a difficult conversation. We introduce the **EASE Model**, a helpful tool for defusing hot or negative reaction. (This presentation is engaging and lively and many participants report that this information proves to be extremely beneficial in their ongoing interactions.)



REAL conversations can only take place in an environment of respect where there is a willingness to understand as well as to be understood. The universal principles and skills taught in this course will ensure that these conversations are successful.

Section 3 • Recipes for Conversations that Work

In this content-rich section, participants learn to use and apply the Conversational Recipe Framework to form various specific types of conversation every manager must master: **Setting Expectations, Improving Employee Performance, Providing Positive Feedback, and Conducting the Annual Performance Review.**

Setting Expectations

We introduce and discuss the concept of **SMART** goals and apply this tool to improving goal setting skills during a Setting Expectations conversation.



Providing Positive Feedback

Participants learn how to provide positive feedback both formally and informally. This practice improves respect and trust and reinforces behavior that continues to lead to superior results.

To make it easier and more natural for leaders to provide informal positive feedback, we teach them to provide what we call “Flash Feedback,” which acknowledges people and their positive performance in the moment, when it is often far more effective than recognition given out of context in more formal settings.



Coaching to Improve Results

Aside from providing constructive feedback, there is probably no conversation that has a greater impact on an individual's success than a Coaching conversation.

In this section, participants are introduced to the elements of an effective coaching conversation. They learn to ask influential questions that increase awareness, initiate thinking, and move others to take action. The ability to use these different types of coaching questions effectively is critical in helping others create plans to improve their success.

Conducting the Annual Performance Review

In this section, participants learn to conduct the vital Annual Performance Review in a systematic process that engages the employee and creates mutual accountability for goals and outcomes in an atmosphere of respect and trust.

As this is a process which many find intimidating, we give participants a chance to practice preparing and holding a “role play” Annual Performance Review. This allows them to practice the skills they have acquired with the benefit of coaching from their peers.

Other Important Conversations for Managers and Leaders

Some of our clients have asked us to present modules for their management team that address difficult conversations they need their management team to become proficient at or improve. These include holding coaching conversations to improve results, and holding conversations to give constructive feedback on issues employees might face.

The beauty of the REAL Conversation Framework is that the *Initiate-Discover-Connect-Build* process adapts to literally any difficult conversation and, when used as presented, virtually guarantees a positive, productive outcome. If your organization has a specific need in this area, consult with our experts to craft a training module that will meet your company's needs.



PerformanceWORKS®: Managing Performance for Results®

addresses the conversations that are critical to the success of any leader. Being able to set expectations and improve and recognize performance, to coach others to success, and to hold effective annual performance reviews are conversations that help leaders **increase respect, build relationships, and achieve results**—skills vital to the success of today's leaders.

This course is designed specifically to help people get results.

