

PERFORMANCE FEEDBACK COACHING CLINIC

The Performance Continuum Feedback Method®



Employee Performance Solutions

The Challenge Does it seem as if you have tried everything to get your managers to take a more active role in managing employee performance and development? Nearly all managers dread initiating performance discussions and often avoid or mishandle them. From the employee's perspective performance discussions often come across as finger pointing, fault finding and disciplinary. When performance issues are ignored or handled poorly the resulting issues usually land on the doorstep of HR. The traditional method in which managers are taught and coached to provide performance feedback to employees, usually referred to as "constructive criticism", is often the very reason they avoid, water down or delay giving feedback in the first place.

A New Approach *The Performance Continuum Feedback Method® (PCFM®)* represents a new direction from established feedback approaches since it bypasses the need to raise negative performance examples. This allows the manager to feel more confident and comfortable initiating and managing performance feedback discussions and for the employee to remain open to listening to the information as opposed to reacting defensively. Avoidance of defensive reactions enables managers and employees to come to terms more quickly around developmental solutions and goals. Through a series of exact steps, this method provides a new framework for HR to support managers in crafting "sayable" and "hearable" messages and managing the resulting discussion with the employee.

What you can expect from this working session Through this experiential program you will gain new coaching techniques to transform the way your managers talk with employees about performance issues. Learn questioning techniques to help the manager become clear on the "one thing" the employee must do to overcome a performance issue, and help the manager translate this information into constructive feedback that will more likely result in the employee acknowledging the need for development.

GAIN NEW SKILLS TO COACH YOUR MANAGERS TO:

- Accurately and quickly assess the overall employee performance levels of their entire team.
- Uncover key information and set aside extraneous information.
- Think and talk in terms of the desired performance as opposed to creating messages based on calling attention to performance deficiencies.
- Depersonalize tough messages by positioning the information alongside the business rationale for change.
- Find the right words to describe behavioral aspects of performance such as interpersonal skills, temperament, approach, motivation etc.
- Address performance issues in a non-critical tone and avoid the number one mistake most managers make when delivering performance feedback.
- Demonstrate support for the employee while at the same time making it clear that the employee is ultimately responsible for their own performance objectives.
- Anticipate and respond effectively to employee reactions to feedback and maintain control over the discussion's direction and outcome.
- Conclude performance discussions by assessing and confirming the employee's willingness to take responsibility for the area(s) of development.

TOOLS PARTICIPANTS WILL TAKE AWAY

- The PCFM® process and Workbook with the right to reproduce the coaching tool for use back on the job for one-on-one coaching sessions.
- A time saving performance coaching system that can be used right away.
- Techniques to tactfully prompt managers to follow through on having the conversation for which they have been coached.
- The ability to coach your managers to deliver feedback that has a greater chance for a "you're right, I do need to work on this" employee response instead of a defensive reaction.
- New skills that bypass the tendency to tell or give advice and instead ask questions that will help the manager see the issue and solution clearly for themselves.

WHO SHOULD ATTEND

Those who are responsible for supporting managers to have performance discussions with their employees such as Human Resources Professionals and functional VP's.