

OFFERINGS

EMPLOYEE PERFORMANCE SOLUTIONS



- We equip managers and employees with essential tools and skills to elevate the quality and frequency of candid, productive conversations about performance, expectations, and potential.
- We've combined neuroscience, Appreciative Inquiry, and over 20 years of discoveries to develop simple, big-impact changes in communication between managers and employees.
- Program content, tools, and templates create a system of building trusting work relationships that drive productivity, engagement, and openness to two-way feedback.

HOW WE HELP

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• **MANAGER TRAINING**

Quickly develop the skills of your people leaders to provide performance-boosting feedback. Learn the essentials of analyzing performance, uncovering the highest impact area for development, and crafting non-threatening messages that can be heard and are comfortable to deliver.

• **ALL-EMPLOYEE TRAINING**

Show employees that you're invested in strengthening their relationships with their managers and helping them to take charge of their career, performance, and development. Participants learn how to engage in career, growth planning, and performance conversations with their managers. Learn techniques to constructively manage conflict, de-escalate problems, handle differences in opinion, and drive towards solutions in our Navigating Challenging Conversations workshop.

• **HR AND TALENT SUPPORT**

Through consulting, we support HR and Talent Management professionals to strategically modernize their performance management process. We specialize in helping organizations shift the time and energy spent reviewing past performance to the continuous performance management model.



Get in touch to learn more

Contact Jamie Resker, Founder and Practice Leader



jamie@employeeperformancesolutions.com



781-752-5716

TRAINING AND CLIENT FEEDBACK

TRAINING AND CONSULTING TO SUPPORT MANAGERS, EXECUTIVES, EMPLOYEES, HR, AND TALENT PROFESSIONALS.



OUR TRAINING IS:



Experiential and Customized Workshops are focused, interactive, and matched to your organization's needs, existing initiatives, and culture.



Facilitated live virtually Real-time learning with activities, feedback, and peer interactions.



Quickly applied Providing the necessary skills and tools for immediate use.



Focused on small actions with big impact Uncomplicated and intuitive steps to engage in performance-boosting conversations.



Learn, Try and Apply Training is designed to introduce a concept, try and apply individually, discuss and share the experience in 1:1 and small group breakout rooms, and whole-group debriefs.



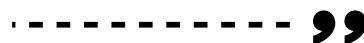
Ready to Implement Participants receive templates with instructions and assignments to apply the learnings into action.

PARTICIPANT FEEDBACK

- "No one teaches you what to say and how to say it when you become a manager. It's assumed that you're having the right conversations. I like this roadmap."
- "Excellent program because I'm walking away with some new tools to get constructive feedback on my terms."
- "This is a recipe for correcting problems in the right way —no more guesswork in what to say and how to say it."
- "Finding an active role for the employee to play during performance discussions makes a difference. I no longer feel like it's all on me to initiate feedback and direction. The 10-Minute convo makes the process collaborative and a shared partnership."
- "Very informative and inventive...easy ideas to apply that will help me be honest with my staff about performance tweaks in a way that doesn't kill their motivation."



"We've been training our managers on this program for over eight years. As a state agency, we require annual performance reviews, but this program guarantees conversations happen throughout the year."



MANAGER TRAINING

CONVERSATIONS TO ACCELERATE EMPLOYEE PERFORMANCE AND POTENTIAL WORKSHOP



Quickly develop the skills to provide performance-boosting feedback. Learn the essentials of analyzing performance to spot strengths and contributions. Uncover the highest impact area for development and craft non-threatening messages that can be heard and are comfortable to deliver.



FACILITATE CAREER CONVERSATIONS

Use the Career Pattern visual timeline to map the growth experienced throughout your career. Use the same tool to help facilitate employee-driven career and development conversations. Gain insight into an individual's motivations, interests, future ambitions, and next professional development phase. Learn what new experiences will help the employee feel engaged and content. Find out how you can help support the employee's interests and goals. Understand the critical connection between career satisfaction and job performance.



ASSESS PERFORMANCE

See performance as a combination of Work Results + Observed Behaviors/Actions – assess and track performance using a visual model. Use the information to plan for performance-changing conversations.



QUESTION-BASED FEEDBACK CONVERSATIONS

Use the 10-Minute Questions Conversation template – a framework that presents the perfect opportunity to easily share your perspective about the employee's positive contributions and impact – and how to be even more effective moving ahead. Listen to learn – improve collaboration and strengthen your relationships by tuning in to the topics and questions selected by the employee. Solicit upward feedback – understand what the employee appreciates about your support and how you can be more supportive moving ahead.



POSITIVE FEEDBACK

Master the 3-key steps to formulate insightful positive feedback. The formula for finding the right words is powerful and simple. The person on the receiving end gets a boost in confidence – with a whole new perspective on their strengths and positive impact.



COURSE-CORRECT OFF-TARGET PERFORMANCE

Use a five-part formula method to unravel and understand performance gaps. Recognize and minimize unfounded assumptions, judgments, and opinions to reduce bias. Sort through complex issues to uncover the one thing that would most significantly improve effectiveness. Once you've analyzed and named the gap, you're ready for the next step – finding the right words to convey the on-target performance.



KNOW WHAT TO SAY

Using our signature “turnaround method,” learn to reframe performance gaps into future-focused requests. Formulate the best possible wording to convey expectations with brain-friendly language that's direct, specific, and actionable. Understand why the human brain is hard-wired to push away “constructive criticism” – instead, select wording to give difficult feedback in a well-received way.

PARTICIPANT FEEDBACK

- “No one teaches you what to say and how to say it when you become a manager. It's assumed that you're having the right conversations. I like this roadmap.”
- “The process gives me a way to distinguish between my judgments and perceptions to uncover real issues instead of making assumptions about a person's performance and motives.”
- “Finding an active role for the employee to play during performance discussions makes a difference. I no longer feel like it's all on me to initiate feedback and direction. The 10-Minute conversation makes the process feel collaborative”

TRAINING FOR ALL EMPLOYEES

CONVERSATIONS TO ACCELERATE YOUR PERFORMANCE AND POTENTIAL WORKSHOP



Show employees that you're invested in strengthening their relationships with their managers and actively helping them take charge of their career, performance, and development. Participants will learn how to engage in career, growth planning, and performance conversations with their managers. We suggest including a mix of manager and individual contributor participants to build trust, shared meaning, and understanding.



CONVERSATIONS ABOUT YOUR CAREER PATHWAY

Apply a visual timeline to map the growth you've experienced over time. Use the Career Pattern to see "your career story" and share it with your manager. The model will help facilitate an authentic conversation about your career journey beyond your resume and LinkedIn profile. Your manager will learn more about your motivations, interests, and times when you experienced the most growth. Where do you see yourself going? What experience will help you continue growing? How can your manager help?



SELF-REFLECT ON YOUR PERFORMANCE AND POTENTIAL

Use the Employee Performance Continuum to understand performance as a combination of Work Results and Observed Behaviors/Actions. Reflect on your performance and how to accelerate your potential. Understand how your day-to-day actions and interactions connect with your organization's values. The model will facilitate a big-picture conversation about the next stage in your development. Where do you see yourself? Where does your manager see you? What will help you make even more progress?



QUESTION-BASED CONVERSATIONS TO CONNECT WITH YOUR MANAGER

Increase your sense of confidence and certainty about your performance and near-term priorities by asking for feedback. Learn the key to crafting questions that lead to the answers you want to hear. Make it easy and comfortable for your manager to share their perspective about your accomplishments, strengths, and how to be even more effective moving ahead. Use the skills and tools in this workshop to solicit ad-hoc feedback and use the 10-Minute Questions Conversation template to guide discussions with your manager.

PARTICIPANT FEEDBACK

- "Instead of assuming everything I'm doing is "fine" and banking on the fact that if I'm not meeting expectations, my manager will speak up, this system is so much more reassuring. After the first conversation with my boss, I was made aware of a strength I never saw in myself. I'm feeling more confident even though I'm new to the research analyst job."
- "This is the first time I've viewed performance as Results and Behavior, together. Breaking down performance into these two components will help me check my actions, not just deliverables."



TRAINING FOR ALL EMPLOYEES

NAVIGATE CHALLENGING CONVERSATIONS WORKSHOP



LEARN TECHNIQUES TO CONSTRUCTIVELY HANDLE CONFLICT, DE-ESCALATE PROBLEMS, HANDLE DIFFERENCES IN OPINION, AND DRIVE TOWARDS SOLUTIONS

Research shows that people who successfully engage in challenging conversations solve problems while maintaining and improving work relationships. Intellectually, we know that addressing issues at the moment is the grown-up thing to do, but it is human nature to avoid conflict. Learn how to address frustrations and unmet expectations, check your assumptions and clear up misunderstandings. Learn when and how to use various methods to successfully navigate challenging situations with wording that signals positive intent and resolves problems. Use non-threatening communication techniques that make it comfortable for the receiver to hear and for you to initiate the conversation.



REMAP UNMET NEEDS INTO FUTURE-FOCUSED REQUESTS

Use the Turnaround Approach to frame unmet expectations into wording that expresses what you want. Understand why the brain is hard-wired to push away "constructive criticism," and learn how to use "brain-friendly" wording that leads to understanding and collaboration. Learn how to reframe any complaint or missed expectation into a future-focused request.



DRIVE TOWARDS RESOLUTION

Use solution-focused Appreciative Inquiry-style questions to facilitate brainstorming, find compromise and move toward positive action.



LEARN HOW TO RECOGNIZE AND VALIDATE YOUR ASSUMPTIONS

Basing our actions on misinformation can lead to unnecessary drama, cause undue stress, and lead to ill-informed decision-making. Using the Ladder of Inference, understand how the human brain is prone to "mind-read" and fill in missing but made-up details. Free your time and energy by learning to expand your narrative by asking questions that lead to new perspectives and fact-based information.



CONVEY AN IMPACT WITHOUT PLACING BLAME

Sometimes, an individual's actions create an adverse effect. Usually, this person is unaware of how they are perceived or experienced. Learn how and when to use the Situation, Behavior, and Impact model to create awareness (with the intent that the individual modifies their approach).

PARTICIPANT FEEDBACK

- "The real-life examples and practice gave me so much confidence that I started a conversation with a co-worker that I'd been putting off."
- "This was my first exposure to appreciative inquiry. I immediately wrote my inquiry questions to help steer a cross-functional accountability conflict toward a collaborative resolution."
- "The formula for finding the right words to raise an awkward topic in a neutral way is genius."
- "I'm consciously using the "check your assumptions" technique to help get the facts instead of assuming the worst."



ORGANIZATIONAL CHANGE

EVOLVE PERFORMANCE MANAGEMENT THROUGHOUT YOUR ORGANIZATION



Want to modernize performance management? Changing a form won't change the experience. Transitioning away from annual performance reviews to the continuous performance management process can feel overwhelming. Where do you start, and how do you get it right? EPS will partner with you. Our laser-focused consulting, training modules and resources help deploy a successful strategy customized to your organization's unique values and culture.

WE SUPPORT THE FOLLOWING INITIATIVES WITH THE COMBINED USE OF CONSULTING, TRAINING, TEMPLATES AND TRACKING TOOLS



REDESIGN PERFORMANCE MANAGEMENT

We'll work with you to design a program that meets the expectations of today's modern workforce. Our simple system, tailored to your organization, genuinely engages employees and adds to a positive, productive work culture – all while driving individual and organizational performance.

We'll help you assess and track performance without ratings, make pay decisions without annual reviews, incorporate organizational values, competencies, OKR's and individual goals tied to organizational objectives. Create a system to ensure managers and employees engage in productive performance conversations, determine conversation frequency, and position the initiative with branding and tailored communications.



CREATE A CULTURE OF PERFORMANCE DEVELOPMENT CONVERSATIONS

Elevate the quality and frequency of back-and-forth performance development dialogue with Manager and Employee training. Quickly develop the skills of your organization's people leaders to provide performance-boosting feedback. Accelerate the ability of individual contributors to engage in career, growth planning, and performance conversations with their managers.



ASSESS AND TRACK PERFORMANCE WITHOUT RATINGS

Learn how to use the Employee Performance Continuum visual model to create a richer and more precise understanding of performance effectiveness throughout your organization. Use a standard set of tools and shared vocabulary to accurately and consistently assess and track performance. Prepare managers to speak with greater clarity and confidence about an employee's current and planned/future performance. With our Team Plotting Process, incorporate the perspective of peer managers to expand points of view, and minimize bias. Identify employees who are ready for a new role or responsibilities.



"We replaced annual reviews with a robust, conversation-based program with frequent and meaningful performance development conversations throughout the year. It's a co-owned employee/manager partnership using flexible conversation guides. The Employee Performance Continuum lets us measure performance improvements. Our CEO says it's best performance management program and process he's experienced."

Paula A. Cloghessy, Chief Human People Officer, Translate Bio



HR AND TALENT MANAGEMENT SUPPORT



PREPARE YOUR TEAM TO MODERNIZE PERFORMANCE MANAGEMENT



Want to develop the skills and knowledge of your HR and Talent Management team to increase the effectiveness of your performance management initiatives?

SUPPORT FOR HR AND TALENT MANAGEMENT

PERFORMANCE COACHING



Support managers to course-correct off-target performance. Build your skills as an HRBP, Employee Relations pro, or another supporting HR member to coach managers with difficult-to-address performance issues. With a shared vocabulary and standard set of tools, you'll reinforce your managers' skills learned in the Conversations to Accelerate Employee Performance and Potential training.

PREPARING TO SUPPORT YOUR NEW PERFORMANCE MANAGEMENT PROCESS



While the movement away from annual performance reviews and ratings is no longer a new concept, HR professionals are gaining new skills to support the organization's transition. Your program's success will largely hinge on establishing HR's supporting role.

Modern-day performance management is more strategic and dynamic than annual reviews and ratings. HR's role is anything but diminished. We can help get your team on board with the new strategies, establish roles and responsibilities, and provide training and support for your HR team as part of your program launch.

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“I use the Performance Continuum Feedback Method steps to coach managers through performance issues to ensure they understand the problem and have the right talking points. The steps are a real-time saver.”

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