The 5 Master Keys to Effective Performance Conversations

Simple Secrets to Building Trust, Commitment & Improved Performance With Every Discussion

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The Leadership & Workplace Communication Expert

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Additional Topic Resources

- Webinar Handout / Summary
- Webinar slides in .pdf
- White Paper Report – 5 Master Keys to Effective Performance Conversations
- Article Offering a “Formula” for Motivation – The Employee Engagement Equation

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You Are in the Right Place If You Wish…

- You could avoid your organization’s *Performance Appraisal* process and never have to follow it again
- Those with whom you had performance discussions would see value in the process instead of seeing it as a negative process and necessary evil
- You could have a performance conversation that:
  - *Was positive and productive*
  - *Built trusting relationships instead of defensiveness & resentments*
  - *Identified quality insights that improved both individual & organizational performance*
Specifically, You Will Learn…

- The 4 biggest challenges with most performance appraisal processes as they are implemented in today’s work environment

- 4 specific outcomes you should be achieving from your present performance appraisal system

- The 5 specific components of a performance conversation system that actually achieves performance improvement
About Your Presenter

- 20-year career in professional baseball management
- Youngest general manager in professional baseball at age of 26
- 2 Organization of the Year Awards during career
- 1994-2001 led Hudson Valley Renegades, 92-consecutive sold out home games, 1999 League Championship
- Since 2001 – Working with business leaders to transform how they communicate so they can motivate and create high-performing teams

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The 3 Biggest Challenges of Most Performance Management Systems

- Lack of clear performance expectations at beginning
- Keeping the *Performance Conversation* separate from the salary adjustment/bonus conversation
- Lack of meaningful, two-way dialogue
- Not enough time to do it right
4 Things Your Performance Management Process Should Be Providing Your Organization

- A simple, positive & effective process/tool for managing a team member’s value
- Instill confidence in managers’ capability to give team members direct feedback so that it builds confidence & trust
- Provide certainty to manager & team member on job performance expectations from beginning of relationship
- Allow managers to engage in regular performance conversations to continually develop the team member and the team/organization
The 5 Master Keys to Effective Performance Conversations

1. Begin with Clear Expectations
   - Begin with the belief that “Everyone wants to do a good job”
   - “Begin with the end in mind”
     - Decide what you want/need around specific outcomes/results
     - Use SMART Goals
       - Specific
       - Measurable
       - Achievable
       - Reasons
       - Timed/Deadline
   - Communicate expectations, engage in two-way conversation about what is possible to gain commitment
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2. Have Regular Conversations
   • Minimum = Quarterly
   • Suggested = Monthly
   • Ideal = Weekly
   ➢ Take advantage of opportunities as they occur
     • “Catch people doing things right!”- Ken Blanchard
     • Address problem behaviors/performance at first most appropriate time
   ➢ Get to know what makes your people tick
     • Learn about personal and professional aspirations, hobbies, family (the *Employee Engagement Equation*)
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3. Capture & Log Performance

- Create a file for each team member
- Recommend each team member create their own performance file
- Capture notes from each discussion
  - Discuss only 4 simple questions
    » What is 1 achievement/accomplishment you’re proud of this period?
    » What is 1 area for development/improvement you’d like to work on?
    » What is 1 challenge/issue that got in your way?
    » What is 1 thing you need my help with?
  - Require team member to come prepared to answer them
  - You be prepared to answer the 1st, two questions only
  - Commit to helping work through other 2 questions
  - Make sure your notes on your log are in sync
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4. Lead First & Apply FeedForward - *Marshall Goldsmith
   - Feedback is old school – no one likes to get it or give it
     - It’s negative
     - Focuses on undesirable behaviors
     - Focuses on past
   - FeedForward is the future based & paves the way for others
     - Pick a behavior you need to change or ask for help in identifying it in a private, 1:1 dialogue with someone on your team – “Ask how can I be a better?”
     - Ask that person for 2 suggestions
     - Say “Thank You” and act on the suggestions that fit
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5. Focus on Helping

• Leader/managers job is to provide necessary resources for their people to perform at their best (physical, technical and emotional)
• Continually ask: “What do you need from me to do your job even better?”
• Provide one of 2 simple answers:
  – Yes! (you’ll have it by…)
  – No, because (give a quality business reason for the ‘no’)
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Summary

1. Begin with clear expectations
2. Have regular conversations
3. Capture & log performance
4. Lead first with Feedforward
5. Focus on Helping
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