Discussing Performance

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Introduction

This program is designed as a half-day group training session on performance feedback discussions in the workplace.

Just as the organizations that use this program are wide and varied, so are the desired outcomes of the participants attending. As a result, we have tried to make *Discussing Performance* as generic and flexible as possible.

This guide will provide you with background notes along with practical activities and suggested running times. Feel free to add to or adapt the structure of this training session to suit your needs.

You do not need to complete all exercises provided unless they suit the specific requirements of your organization. Of course, the time schedule we have provided is only a guideline. The time spent on each activity is entirely dependent on the objectives of the trainer/facilitator and the progression rate of participants.

Preparation

In order to maximize the benefits of this training session, we recommend that the trainers/facilitators familiarize themselves with the topic at hand. You should be comfortable with the material in this guide, the video and PowerPoint™ slides.

You have been supplied with notes pages for each slide of the PowerPoint™ presentation, review them and make changes as it suits your training needs.

You have also been supplied with four participant handouts. Make sure that sufficient copies of each have been prepared prior to the training session.

In the training room you will need the following:

- Television and video cassette player
- Computer projection system or overhead projector
- Whiteboard with markers and eraser
- Notepaper and pens or pencils for participants
Suggested Training Design

This course has been designed to run as a half-day training session. If you do all of the course work within the allocated running time, your training session should run for approximately 3 hours and 55 minutes.

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Welcome & Introduction

Welcome all participants to the Discussing Performance training session.

Introduce yourself and tell the group something about your training background.

Explain how the training session is to be structured, how long it will run for, when the video will be shown, when breaks will be taken, what refreshments are available and where the phone and rest rooms are located.

Objectives & Agenda

Discuss the objectives and agenda of this training course with the group.

After completing the training session on Discussing Performance, participants should have a firm understand the following:

- The value of focusing on outcomes
- How to tackle contentious issues
- How to formalize forward planning
- How to avoid common pitfalls
- How to give positive feedback
- How to encourage self-appraisal
- How to work collaboratively to set goals
- How to motivate each other to develop professionally

Program Introduction

Using your own research and the training program introduction provided on the next page, give participants an overview of why performance feedback discussions are so important. Invite questions and discussion from the group as you go.
Participant Activity #1

Pass out copies of Handout #1, divide participants into groups of six to eight and ask them to come up with answers to the questions. Go through responses on the whiteboard and discuss. Sample answers are provided below.

1. Why might Claire be perceived as valuable to her organization?
   Possible correct responses include:
   - Claire loves her job.
   - Claire has an excellent attitude.
   - Claire is good with customers.
   - Claire is a good problem solver.
   - Claire is excellent at handling difficult customers.

2. Why should Rob do his best to make sure that Claire is a satisfied and motivated employee?
   Possible correct responses include:
   - It cost the organization considerable time and money to recruit and train her.
   - It would be expensive to replace her if she were to leave.
   - The person who replaces Claire may not be as good as Claire.

After reviewing Handout #1, ask questions of the group and together create an imaginary budget for what it might cost to replace Claire. Be sure to include the following:

- Advertising
- Interviewing
- Hiring temps during the changeover
- Training of new employee
Participant Handout #1 – Value

1. Why might Claire be perceived as valuable to her organization?

2. Why should Rob do his best to make sure that Claire is a satisfied and motivated employee?
Summary Discussion & Wrap-Up

Suggested Discussion Starters:

- Why don’t we call these meetings “Appraisal Meetings” or “Performance Reviews” anymore?

- Are they still the same thing?

- What do you think about Sam Brown the author? Has she convinced you that there is value in a performance feedback discussion? Why?

- Do you think Rob is a good person or a bad person? We often assume that the people who are getting it right are the good people and the people who are getting it wrong are bad and horrible. This is not the case. The majority of people who are getting it wrong are still good people – they are just untrained.

- Why is it important for Rob to improve his skills at conducting a performance feedback discussion?

- How will it affect his organization if he doesn’t learn these skills?

- Did Claire have every right to walk out in their first meeting?

Session Wrap-Up:

- Ask for and answer any questions that participants may have.

- Let participants know if and when any follow up training is to be held.

- Give participants a copy of Handout #5 – The Summary Sheet.
Program Information

Learn how to make your performance feedback discussions more productive and focused to create a satisfying and productive work environment and promote employee retention throughout your workplace with Discussing Performance.

Materials Included With Discussing Performance

The workshop designed to accompany the video-based program includes a half-day training design, lasting approximately 4 hours. The workshop materials include everything you'll need to customize and run the program:

◆ The DVD of Discussing Performance provides the theory and examples to illustrate the workshop topics. It is closed-captioned.

◆ The 17-page Leader’s Guide provides instructions for running the Training Design. It includes background information, discussion questions, four participant activities, and all necessary participant handouts.

◆ A CD-ROM with PowerPoint® presentation can be used to highlight key discussion points during the training session. Also included on the CD-ROM are Instructor’s Notes to assist the trainer in facilitating the PowerPoint presentation.
Program Information and Pricing

Purchase Price: $695.00
Rental Price: $275.00
Preview Price: Free
Running Time: 22 minutes

Quantity Pricing Discounts

**Discussing Performance** Program:
- 2 copies 10% off
- 3-5 copies 15% off
- 6-10 copies 20% off
- 11-15 copies 25% off

Industry discounts may apply: call your Sales Consultant for more information.

(contents, pricing & discounts subject to change without notice)