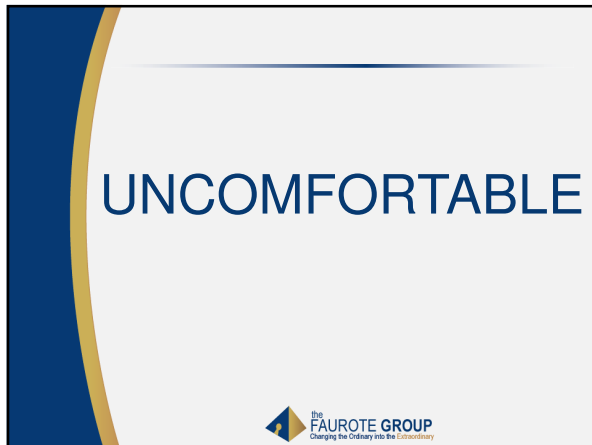




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Performance Management:
Accelerating Growth and Development



UNCOMFORTABLE

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“Most organizations DEMAND that people succeed, but are pathetically bad at helping them to do that.”

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Why Do Most Organizations Fail?

- Coaching is undervalued
- People are not held accountable
- No formal training
- People equate it with Confrontation




How do we typically approach coaching or feedback/feedforward situations?



Typical Reactions


Feedback	= Conflict
Conflict	= Pain
Pain	= Avoidance
Avoidance	= Problems
Problems	= Unhappy employees
	Retention Issues
	Poor Performers
	Client / Customer Service Suffers

The bottom line is the BOTTOM LINE



What immediately jumps out at you?

2 + 2 = 4
3 + 3 = 7
6 + 6 = 12
7 + 7 = 14
8 + 1 = 9
9 + 4 = 13
10 + 2 = 12



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“People join companies
but leave
managers/supervisors.”



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Culture of Communication
VS.
Culture of Compliance



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**Coaching
Feedback/Feedforward**

Coaching is two-way communication that enhances the development of skills and the performance of the individual being coached. It is the process by which you help another person fulfill his/her potential. The bottom line is that it should help the individual improve his/her capabilities and thus add greater value to the organization.



Feedback vs. Feedforward

<p>Feedback</p> <ul style="list-style-type: none">• Evaluates what has happened (Focus is on the past)• REMEDIAL	<p>Feedforward</p> <ul style="list-style-type: none">• Feedforward clarifies expectations of what needs to be done (Future focused)• PREVENTITIVE
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PURPOSE

<p>MOTIVATE</p> <ul style="list-style-type: none">• Increase confidence• Encourage same level of performance• Leverage performance strengths	<p>CHANGE</p> <ul style="list-style-type: none">• Be a teaching vehicle• Build competence• Help individual determine how to change and improve
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“The Best”

- Trustworthy
- Credible
- Actively listen
- Strong questions
- Respected
- Leads by example
- Proactive
- Honest
- Confident
- Firm but Fair
- Ethical
- Empathetic
- Prepared
- Accessible
- Approachable
- Knowledgeable
- Follow-thru
- Responsive
- Committed
- Interest in people
- Inspiring / Motivating
- Genuine
- Sincere



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To be effective feedback must be:

- S**pecific
- T**imely
- A**ccurate
- R**elevant
- S**hared



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Key actions for providing Feedback and Feedforward

- Set Expectations Upfront
- State Observations & Perceptions
- State the Importance
- Offer & Ask for Suggestions
- Develop Plan
- Summarize and Reach Agreement on next steps



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In a recent poll, only ~~12%~~ of Americans said that most of their day is spent doing things they enjoy.

- Marcus Buckingham

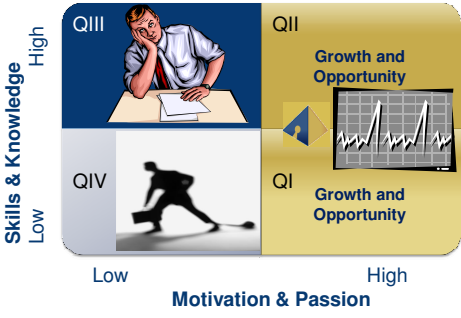


What do you want/need to learn?

- Personal career interests
- Personal and professional goals
- Talents & Skills
- Definition of success
- Organization, Family & Community needs
- What has been an ExtraOrdinary experience in the individual's career
- Career constraints
- Strengths to leverage/develop
- Weaknesses or development needs
- Desired/relevant engagement and job assignments
- Personality style
- Motivators and Passions



The Extraordinary Connection Gauge (EKG)



Skills & Knowledge: High, Low

Motivation & Passion: Low, High

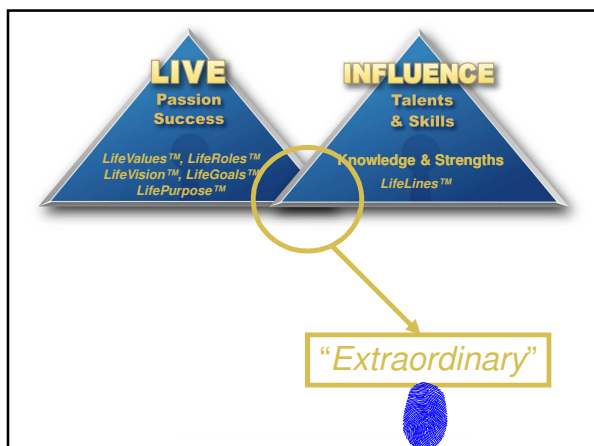
QIII, QII, QIV, QI

Growth and Opportunity





















THE FAUROTE GROUP

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