

The Performance Continuum Feedback™ Method



Employee Performance Solutions

The Challenge Most managers intuitively are able to assess and describe employee performance issues, *but what is difficult* is communicating this information to the employee. Nearly all managers dread initiating these conversations and often avoid them whenever possible causing performance issues to worsen over time. Frequently, the area for development relates to difficult to quantify behaviors such as interpersonal skills, personality traits, motivation and attitude. Discussing these issues with an employee can seem out of the question. The underlying problem is the inability to translate what is “known” into effective words that are both comfortable

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. Sometimes we refer to these conversations as “constructive” criticism. However, even with the best of intentions, the message usually feels confrontational thus causing most employees to react defensively. With the PCFM, performance messages come across as non-threatening. This allows the feedback receiver to remain open to listening to the information as opposed to engaging in a confrontational exchange with the person delivering the message. Avoidance of defensive reactions enables managers and employees to come to terms more quickly around developmental solutions and goals.

The method is simple yet profound and practical

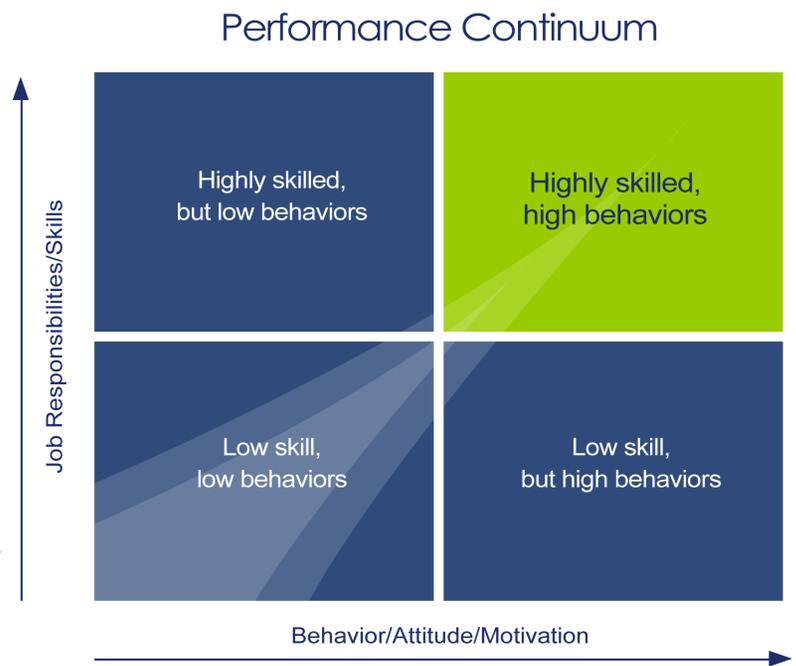
-Carole DiFabio
Training Manager
[Boston College](#)

Our Methodology

The PCFM was developed by **Jamie Resker**, Principal and Founder of Employee Performance Solutions, to allow organizations to improve their management of employee performance and development initiatives. It represents a new direction from established feedback approaches because it bypasses the need to raise negative performance examples, which are perceived as disciplinary and confrontational- predictably triggering an automatic defensive reaction by the feedback receiver. A logical set of steps allows feedback providers to clearly identify what they may already know: performance problem areas and the supporting examples. While this data in its raw state is usually “true”, in most cases, it would be unacceptable to verbalize as is. The key involves mastering a thought process technique which translates the raw negative data into describing what should happen in place of the current performance. The end goal in providing accurate, honest and hearable information is to have the receiver acknowledge the area, followed by moving on to the solution implementation phase (the rationale for providing feedback in the first place).

The Performance Continuum Feedback process is very well thought out, the exercises pertinent and to the point and the examples used during the workshop were highly relevant. I'm going to implement the methodology into the review process and to monitor my ongoing feedback."

-Scott Schorer
President & CEO
[Innovative Spinal Technologies](#)



“THE UPPER RIGHT”

IN ANY GIVEN ORGANIZATION THERE ARE EMPLOYEES WHO ARE HIGH-LEVEL PERFORMERS AND THOSE WHO ARE LOWER-LEVEL PERFORMERS AND THOSE IN BETWEEN. THE GOAL IS TO PURPOSEFULLY DRIVE MORE EMPLOYEES TOWARDS THE UPPER RIGHT HAND CORNER OF THE CONTINUUM

CLEARLY, YOUR WORKFORCE BECOMES MORE PRODUCTIVE WHEN THE MAJORITY OF YOUR EMPLOYEES ARE WITHIN OR CLOSEST TO THE “UPPER RIGHT CORNER” OF THE CONTINUUM

The Performance Continuum Feedback™ Method



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Services

The basis for all of our solutions is the **Performance Continuum Feedback™ Method (PCF)**. The method is easily learned and is flexible enough to handle ANY employee performance and development scenario, regardless of the specifics. Clients needs are met through the following venues:

Workshops, follow-on & stand-alone coaching, PCFM Train-the-HR Coach Program, Train-the-Trainer Program and Materials Licensing, performance appraisal document review and process design and professional speaking.

A Simple 6-step process makes any performance message hearable and “sayable”

SAMPLE WORKSHOP DESCRIPTION



A New Framework for Performance Discussions

Reduce Defensive Reactions to Feedback

Do you ever feel uncomfortable confronting people with difficult messages about their performance? Are you sure you have adequately diagnosed the performance issues? Are you worried about finding the right words to use that will help people “hear” your message while minimizing awkwardness or defensiveness? *Do you want to learn a new approach to performance management and feedback that you can use right away?*

DURING AN EXPERIENTIAL WORKSHOP, LEARN AND APPLY THE FOLLOWING SKILLS:

- Use the **PCFM** to make sense of and move to resolve even the most complicated performance issues;
- Accurately identify each employee’s potential and the key issue(s) causing some to under-perform;
- Learn how to give better quality feedback to inspire and motivate your good employees;
- Turn even the most difficult to discuss issues into effective and hearable information;
- Learn how to anticipate and respond effectively to employee reactions to feedback and maintain control over the discussion’s direction and outcome;
- Gain more confidence in initiating and managing performance related discussions and challenges;
- Apply the **PCFM** to several current employee performance challenges and create the exact words to use during a discussion.

TOOLS AND TAKE AWAYS

Each participant will receive a copy of the PCFM workbook and have the ability to reproduce the tool back on the job. This program includes realistic exercises allowing for participants to apply the tools to current performance scenarios, interact with peer participants and craft at least one performance message during the session.

WHO SHOULD ATTEND This program is designed for feedback-providers (ie; executives, managers, supervisors, team leaders, team members) and HR professionals who want to proactively drive more employees towards “A” levels of performance.

LEARNING OUTCOMES

- Avoid the number one mistake managers make when providing feedback;
- Depersonalize tough messages by positioning the information alongside the business rationale ;
- Effectively address behavioral issues in a non-critical tone;
- Present feedback in a way that will minimize awkwardness and employee defensiveness;
- Demonstrate your support on developmental areas while at the same time making it clear that the employee is ultimately responsible for their performance objectives;
- Anticipate and respond effectively to employee reactions to feedback and maintain control over the discussion’s direction and outcome;
- Gain more confidence in initiating and managing performance related discussions and challenges;
- Conclude performance discussions by assessing and confirming the employee’s willingness to take responsibility for the area(s) for development;
- Learn to how to keep performance discussions short

FACILITATOR The workshop will be facilitated by a PCFM certified instructor or may also be facilitated by an internal staff member who has been certified.

The thinking behind the Performance Continuum Feedback Method is sound, logical and just makes sense. The approach is made clear by the order in which the concepts are presented through examples and participant exercises."

-Carol Sabia
Vice President,
Talent Management
BBN Technologies