



mastering the art of **PERFORMANCE FEEDBACK**

2011 One-Day Workshops

April 20th | June 14th | July 21st



This workshop provides real-world skills to initiate conversations that don't feel difficult or confrontational. Participants will learn an intuitive process that leads to far less stressful interactions, feels respectful, drives the change they are seeking and strengthens work relationships.

WHO IS THIS PROGRAM FOR?

FOR HR | For HR professionals who are eager to improve the effectiveness of performance management metrics, processes and feedback within their organizations.

FOR BUSINESS LEADERS | It is especially ideal for all levels of business leaders who are expected to engage in ongoing performance conversations or coach others to do so.

YOU WILL RECEIVE THE KNOWLEDGE, TOOLS AND PRACTICE FOR A PROVEN AND INTUITIVE METHOD TO ENABLE YOU TO GENERATE HIGH QUALITY PERFORMANCE FEEDBACK CONVERSATIONS:

- Understand the brain-based **defensive reaction** we all have to the conventional “constructive criticism” approach and use this knowledge to realign your messaging.
 - Find the right words to address disruptive or unproductive behaviors, particularly for those who might be technically competent, but negatively affect others with “**bad apple**” type behaviors.
- Use a method to sort through complex issues to **uncover the root problem**; the one thing that if the individual started or stopped doing would result in the greatest impact on overall effectiveness.
- Leverage your existing competency models, values, verbiage from performance documents, etc. to support your performance management actions and to propagate your **organizational values** and ethical standards.
- Craft high impact **positive feedback** to recognize and reward employee contributions that are in-line with achieving results and demonstrating accepted organizational principles.
- Anticipate and respond effectively to **common reactions to feedback**, including typical objections.
- Involve employees to turn the outdated one-way feedback process into an ongoing **collaborative** practice involving joint participation with small and quick conversations.
- Learn how you can enhance your current performance management initiatives by building-in a low impact yet powerful **feedback loop** process within your team or across your organization.
 - Depersonalize feedback by **anchoring** it alongside the business rationale for change.





This program has been approved for 6 general credit hours toward PHR and SPHR recertification through the Human Resource Certification Institute

The Approach

This approach won't describe a certain type of problem; instead, it presents a framework you can apply to *any* problem you're grappling with, whatever the specifics. If you find yourself or others you work with putting off potentially difficult conversations for fear of how the information might be received, this program will help. You'll see a new path forward rather than perceiving feedback as a necessary evil, to be avoided like the plague. The skills gained in this session will help you comfortably communicate future expectations, reinforce your company values and ultimately drive employee effectiveness to higher levels throughout your organization.

Learning Objectives

This experiential program will walk you through a process to capture and report on performance management metrics that measure both results and behavior, analyze gaps between current and expected performance and reframe these opportunities into non-threatening feedback. You will learn how to have consistent "snack sized" conversations throughout the year with high, mid-level, developing and problem performers. This program meets the needs of those who need to master these conversation skills and for those wanting to build new coaching skills to partner with their business leaders.

Our Commitment

We will provide you with a program full of tools and models to help you implement what you learn in the workshop back on the job. You will have a new framework for engaging in important conversations. Our approach should feel different from anything you may have learned in the past: both intuitive and counterintuitive at the same time. If you need to have a challenging conversation tomorrow, you will have these new skills to do so.

Participant Comments

"I was getting ready to write my performance reviews and this course prepared me to address the most important issues and make sure that information was brought up in a constructive way. It also prepared me to more comfortably *have* these conversations."

"I applied this process with an underperforming team leader who typically gets defensive about any feedback. I tried out this approach, and to my amazement we had a productive conversation and avoided a potentially difficult, non-productive encounter. I later applied the same method with two of my top performers who needed more work/life balance. Another success!"

"I had an issue with one of the employees on my staff that related exactly to the material. Two days after the class, I initiated a conversation with this person and the material prepared me to have a difficult performance-based discussion, which I had been secretly fearing. It actually turned out not so difficult after all."

"This program showed managers how to more comfortably and consistently deal with performance issues early on—when it's not too late."

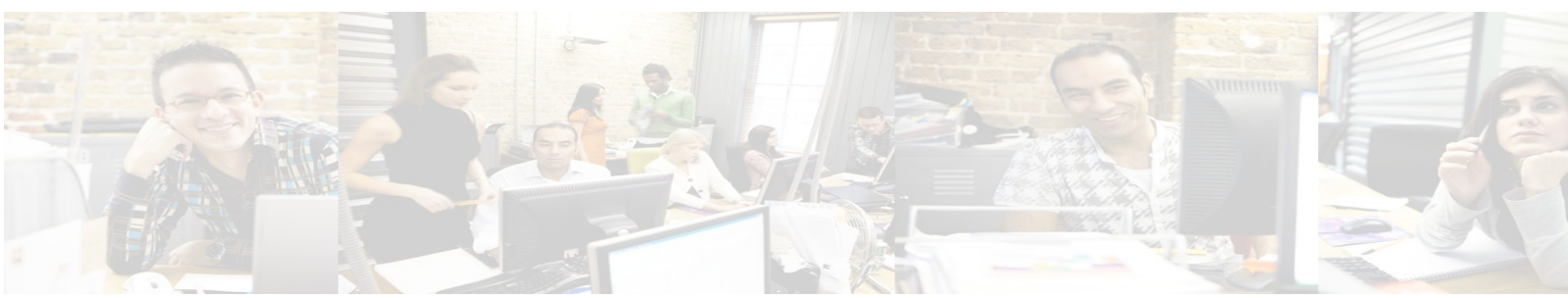
"Everything I learned in this course was so practical. It also became evident why past conversations had failed so miserably."

"Great materials – really like the summary card, work-book, and the worksheet pads."

"Jamie's very credible with deep knowledge. Good use of stories and humor – rich/real examples."

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Facilitator Bio



Jamie is a recognized thought leader in the talent management field. Like many human resources professionals she was disillusioned with the ineffectiveness of the performance management process. Most managers avoided early-on performance conversations, not because they weren't aware of an issue, but because they didn't know how to have the conversation. From the employee's perspective, when conversations did occur it felt like finger pointing and discipline. In her research she has found that most managers wait until a persistent pattern of underperformance has taken root or worse still, they are ready to fire the employee.

If you work in the Human Resources profession you know how disheartening it is to have employees being written off instead of being given the opportunity to recalibrate their performance. This was Jamie's story—until lightning struck. She was working her third corporate human resources job, frustrated with the current system and searching for a solution—when it hit her: There was a whole new way we could provide performance feedback both on the job and even outside of our work lives, an alternative to “constructive criticism” that would alert people to even sensitive behavior-based issues without making them feel attacked or hurt.

Her proprietary feedback methodology, Frustration Remapping, was born, incorporating insights from Appreciative Inquiry and neuroscience as well as from twenty years of experience in the corporate world.. Since 2004, her company, Employee Performance Solutions, has taught Frustration Remapping to large organizations like Genzyme, the US Army, the US Environmental Protection Agency, Boston College, Boston Private Bank and Trust, and many other smaller and mid-sized companies. Working with Frustration Remapping, she shows people how to solve the most common – and not so common – employee performance issues faced by businesses in all industries. Individuals have learned how to have small, unthreatening conversations that have a huge impact and solve seemingly unsolvable problems.

Her business, Employee Performance Solutions was founded in 2004. She speaks at conferences and organizations including the Best of Talent Management Summit, the Human Capital Institute, and Volunteers of America. Her thoughts on the feedback process have appeared on Boston.com, AOL small business, and Inc.com. In She also serves as an instructor at the Boston University Corporate Education Center.



EMPLOYEE PERFORMANCE SOLUTIONS

About EPS

EPS works with a wide variety of industries and government organizations, providing tools and resources needed to have key conversations and to maximize the potential of their human capital. Employee Performance Solutions (EPS) is a professional services and technology firm that offers customized employee performance workshops and coaching across the globe, as well as Web-based employee performance tools and resources. Train the trainer and program licensing is available to organizations who want to deliver training internally.

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REGISTRATION FORM

1-Day Mastering the Art of Performance Feedback Workshop



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Registration Rate: \$399

Contact NEHRA for group discounts and details about on-site workshops

Name: _____ Title: _____

Organization: _____

Address: _____ City|State|Zip: _____

Phone: _____ Email: _____

PAYMENT INFORMATION

Check made payable to NEHRA in the amount of \$ _____ is enclosed.

Call to register 781.239.8711

Please charge my credit card: Fax to NEHRA at 781.237.8745

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Please send your completed registration form to:

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