



employee performance solutions

because your employees are your business

Program:



CONVERSATIONS
to optimize performance



employee
performance
solutions

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About Employee Performance Solutions

We are a Boston-based consulting firm with a singular focus—optimizing employee performance through ongoing performance coaching conversations. We help organizations change the outdated, one-way feedback process of manager-to-employee into a more collaborative exchange by building the capacity of both managers and employees to engage in frequent and informal dialogue about performance. We have been doing this work and only this work, for over a decade.

We train managers to identify and effectively re-direct off-target performance and turn good employees into great ones. We train employees to take charge of their professional development, prepare to participate in performance coaching conversations, and give and receive feedback to improve key work relationships.

Creating a Culture of Performance Coaching Conversations

What skill is most critical in driving performance management success today? What action taken on the part of both managers and employees has the greatest impact on company performance?

The answer is candid dialogue.

Organizations frustrated by the inadequacies of annual performance evaluations and ratings are turning to a more qualitative approach to performance management. This shift requires frequent, informal, and insightful performance coaching conversations between managers and employees that facilitate on-going adjustments and improvements.

It starts with a new way of thinking — reshaping communications between managers and employees based on two-way frequent informal conversations designed to exchange meaningful information about performance and expectations.

The Approach

Our action learning workshops and training materials create a system of managers and employees working together to engage in meaningful dialogue. Training and tools are based on The Employee Performance Continuum® and the Performance Continuum Feedback Method®, developed by founder, Jamie Resker.

We help you create a dynamic culture of performance coaching conversations and adapt our existing work to suit your organization's unique needs. We offer on-site instructor-led workshops, train-the-trainer for internal facilitators, e-learning and supportive print materials customized for your organization.

Learning Transfer

The training is designed to teach managers and employees effective communication strategies to comfortably give and receive meaningful insight. This sets the stage for direct implementation of the newly learned skills and tools through an easy-to-use framework that takes just ten minutes a month. The 10-Minute Conversation reshapes communications between managers and employees based on two-way informal conversations. This provides employees throughout your organization with a consistent experience regardless of their manager, position, functional area or geographical location.

The Impact

When managers and employees touch base frequently and openly, strengths and accomplishments are acknowledged and performance expectations are easily discussed, so everyone can focus on producing exceptional results. Each person learns as they work and makes incremental improvements that lead to even greater individual and organizational performance.

Case Study 1



"I have never liked annual performance evaluations. This process keeps people's work performance and behavior at their personal top level all year long, and mine!!"

–Joe Lantini, CEO, Dencap Dental Plans, Inc.

Dencap Dental Plans, Inc. has been providing excellent dental coverage plans to employers, individuals, and families since 1984. Initially, the company was staffed with eight or nine managers and customer service providers, but in the last two years the company has grown to employ six executives, four managers, and twenty-seven customer service providers. Angela Lentine, Manager of Strategic Initiatives, identified the need to maintain communication throughout the organization in the face of such major growth and contacted Employee Performance Solutions. Still a lean company, and mostly family-run, she decided to conduct training sessions for employees herself in order to provide in-house continuity and on-going management of communications and growth needs.

Angela trained with Jamie Resker of Employee Performance Solutions to provide two workshops for employees – Expanding Your Perspective (held last fall), to improve employee performance levels through insights gained from short and effective one-to-one conversations with managers, and Navigating Challenging Conversations (held this spring), to help employees address difficult or frustrating situations in the workplace.

As a result of these workshops, Dencap experienced company-wide changes. Following the first workshop, Expanding Your Perspective, new tools for discussing performance and requesting feedback caused a major shift with many employees given new or different responsibilities better suited to their skills and interests. Knowing the needs and wants of each employee and able to position them on the Employee Performance Continuum, managers now have a pulse on what each employee should be doing and which department they are best suited for, and employees are comfortable engaging managers to help assist them focus on their strengths and opportunities for development.

Navigating Challenging Conversations has continued to improve communication skills company-wide. This training has helped employees find the right language for communicating concerns and frustrations. By shifting the emphasis from what you don't want, to what you do want, and taking emotion out of the process of clearing up misunderstandings and clarifying facts, conversations once feared or altogether avoided, now happen more frequently and with more ease.

RESULTS

The cultural shift precipitated by this training has improved morale throughout Dencap. Angela considers The Employee Performance Continuum *"a huge benefit to our managers and the 10-Minute Conversation our bread and butter. I can't say enough about them, we are using them all the time. Our executives know our employees better, managers and employees now have the skills to initiate effective conversations on an as-needed basis, and everyone has more tools in their toolbox."*

Case Study 2



International in scope, Action Against Hunger has been saving lives and developing sustainable, self-sufficient communities around the world for over thirty-five years. Far-reaching humanitarian programs address nutrition, food and water security, sanitation and hygiene, and respond to urgent situations caused by natural disasters and conflicts. While 93% of the organization's funding goes directly into programs, over sixty employees work at the organization's headquarters in New York City, with over 6,500 employees in over forty-five countries.

Associate Director of Human Resources for the organization's headquarters, Eveline Travares, first met Jamie Resker at a conference called InsideNGO in Washington, DC in 2015. Eveline wanted to replace the annual performance review with a more dynamic and effective approach to employee performance management and Jamie's approach was exactly right. Eveline soon met with executives and board members who endorsed her interest in working with Employee Performance Solutions.

In February of 2016, Jamie Resker conducted training for supervisors in the 10-Minute Conversation technique, and in March taught supervisors effective techniques for giving feedback and navigating challenging conversations. Eveline plans to meet with managers every two months to monitor the transition, in addition to training new managers.

Whereas previous methods have always focused on past performance, now achievements are highlighted while identifying new objectives and areas for improvement. Managers report that in the past they might not have gotten around to talking with an employee about something on their mind, but now it happens naturally within the context of the 10-Minute Conversation. Eveline believes the format will give employee's in the field the ability to assess their own impact on each other, using the 10-Minute Conversation to analyze and solve problems and concerns.

Additional 10-Minute Conversation workshops will be conducted in July and December this year. Forward-thinking by nature, Eveline sees this approach reaching employees of Action Against Hunger in other countries by the end of 2017, having already begun with an introduction for directors at the Malaga, Spain headquarters. The organization's training center in Kenya will soon provide training for managers and directors from around the world.

RESULTS

Eveline can already see that doors have been opened for talking and sharing, and supervisors report that conversations are going well. Managers see human resources differently, having more responsibility themselves and engaging in more effective performance conversations on a regular basis. According to Eveline, "this approach underscores the principles of our organization—we are dedicated to connecting people. Now, 10-Minute conversations have become the basis for everything we do."

Case Study 3



Jane Korn, Director of Strategic Talent Management said, “We chose Employee Performance Solutions because their expertise is specifically in helping organizations shift from “feedback isn’t the norm” to a culture of performance feedback conversations. The tools and training are grounded in research yet the application is practical and immediate.”

A needs assessment undertaken by this client identified providing performance feedback as their greatest management development need. Managers within the institution lacked training and the confidence to provide effective feedback, with some departments actually averse to giving feedback. Performance conversations were practically non-existent, or too generic to be helpful.

The first order of business was building everyone’s skills to participate in performance feedback conversations. We provided skills training for an “all employee audience,” so managers and non-managers would share the responsibility for giving and receiving feedback. This was followed by specific training for managers only. Three months later, we checked on the managers’ progress and reinforced specific tools and concepts.

As an action learning organization, this client needed training that could be put into practice right away. The 10-Minute Conversation provided the framework for informal dialogue that would get everyone on board quickly. Senior management visibly lead this initiative in partnership with HR, and everyone in the organization participated.

RESULTS

“One year later we’re all speaking the same language together and learning as we go along. Since we had a process for which everyone could put their new skills to use right away, The 10-Minute Conversation, the work has stuck. The program is self-sustaining and provides continuity across the organization. In the long term, this work has lead to the culture change we set out for: a place where feedback is the norm.”

The Employee Performance Solutions model set up a framework to invite insight and the gathering of new information to help people move forward. In a survey taken to measure the new feedback culture, 79% in the organization reported participation in the 10-Minute Conversations, with 53% having conversations once a month or more. The survey identified pockets within the organization needing more support. Additional trainings are now scheduled as new employees join and managers are promoted.

The organization now has an employee/manager co-owned feedback structure. All employees have the tools to self-initiate specific feedback. Everyone now has better skills for asking effective questions and translating feedback into meaningful insights.

Conversations to Optimize Employee Performance

Manager's Training Program and Materials

Program Overview

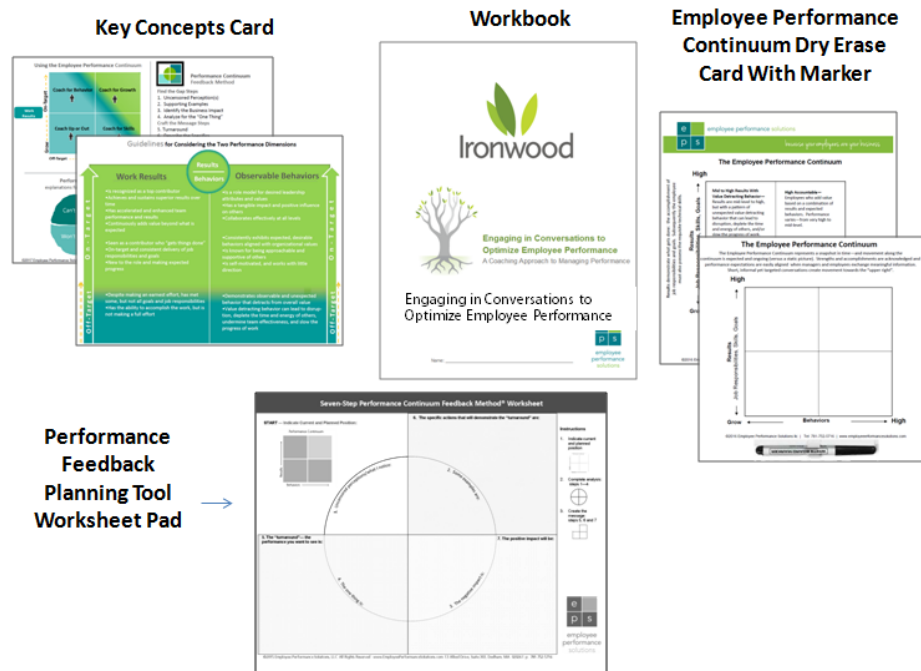
In this workshop, managers will learn how to use the Performance Continuum Feedback Method® to accurately assess performance to identify key development areas *and* highlight contributions and positive impact. Learn how to translate performance gaps into future-focused requests to bypass defensive reactions and create a quicker path to improved performance. Use a realistic role-play to practice your conversation. The tools and skills learned in the class can be activated instantly with the Ten-Minute Conversation framework, a quick and insightful opportunity to check-in with and support employees.

You'll learn how to:

- **Map employee performance effectiveness**—Use the Employee Performance Continuum model to identify the six employee performance types and learn how to leverage the model to differentiate performance and strategically plan performance conversations.
- **Uncover the key areas for improvement**—Apply an algorithmic method to deconstruct performance concerns in order to hone in on the most critical opportunities for greater effectiveness.
- **Know what to say**—Understand why the human brain is hard-wired to push away “constructive criticism”. Use the Turnaround approach to reframe off-target performance into “brain friendly” wording designed to describe future expectations.
- **Address unexpected behaviors**—Identify behaviors that cut into productivity and slow the work of others. Learn an approach to comfortably talk about behavior based issues.
- **Give positive, specific, meaningful feedback**—Learn three easy steps for crafting high-impact, meaningful messages that will make your employees feel truly appreciated.
- **Learn how to implement** the Ten-Minute Conversation Framework for ongoing opportunities to align performance expectations and create two-way dialogue with your staff.

Participant Training Materials

workbook cover can be branded with your logo at no additional charge



Conversations to Optimize Employee Performance

Self Managing Your Performance and Potential

All Staff Program and Materials

Program Overview

Overview

In this workshop, you'll learn how to initiate conversations with your manager and others to give and receive helpful insightful feedback. If you're serious about your development and career, high quality feedback can help propel you forward. Unfortunately, asking general questions such as "How am I doing?" lead to simple answers such as "You're doing great". This session will show you a technique to ask questions that lead to meaningful and actionable feedback. Use the techniques in this program to participate in [organization's name and program] and get ready to provide feedback to your manager and colleagues using the 5 and 10-Minute Conversation Frameworks.

You'll learn how to:

- **Invite feedback and coaching**—Self-manage your performance by learning how to solicit different points of view from your professional network. Learn to ask questions to determine what you're doing well and what you can do to be even more effective (versus reviewing past performance).
- **Expand your perspective**—Discover how everyday work interactions can offer the best opportunities for on-the-spot insights by learning how to ask thoughtful questions of managers, colleagues and customers. Learn the key to asking questions that provide real-time feedback, at your own pace and timing.
- **Give and receive feedback to your manager and colleagues**—Use the 5 and 10-Minute Conversation Frameworks to have quick and insightful conversations to recognize what's working, identify short-term areas for focus, and what you can do to work *even* better together.
- **Open up to new insights**—Manage the understandable apprehension that accompanies requests for feedback and develop the capacity to hear "need-to-know" information that could make the difference between a successful or stalled career.

Participant Training Materials

workbook cover can be branded with your logo at no additional charge



Training and Support

Jamie Resker Bio

Training

Jamie Resker, Practice Leader and Founder of Employee Performance Solutions, will facilitate this program. She has a uniquely singular focus - optimizing employee performance through reshaping communications between managers and employees based on two-way, informal conversations designed to align performance expectations. She helps organizations make the shift away from reviewing and rating past performance to building the capacity of everyone in the organization to speak regularly and candidly about strengths, accomplishments, and more methodically re-direct off-target performance.

Her work as the originator of the Performance Continuum Feedback Method® and 10-Minute Conversation framework are proven to improve employee performance. The framework has broad applications; transcending organization industry, size, geographical location, and culture. The work is based on the principles of neuroscience and Appreciative Inquiry.



Jamie is a recognized innovator in the area of performance management. She is known for being a forward thinker and has dedicated half of her three-decades long HR career to advancing performance management.

As a thought leader on the topic, she is a frequent contributor on the subject. She is on the faculty for the Northeast Human Resources Association and is a contributor to Halogen Software's Talent Space Blog. She holds a BA in Business from Emmanuel College.

Support

Program Communications Kit: You will also receive draft communications for your program invite with ideas for branding and positioning your initiative. Included is a description of roles and responsibilities, how pay and performance issues are handled, and more. Documents are provided in Word and PowerPoint—ready for you to customize. Jamie will consult with you to provide ideas on branding and positioning your program.