



...helping Staff engage more positively with Performance Conversations

Designed and delivered by
Bill Cropper

...A half or 1-day seminar to help you get the most out of performance conversations

Performance Conversations – Trial or Treat?

We're continually told the whole point of performance conversations is to help people improve: achieve goals, bridge gaps, build skills, keep you on track and remove barriers to putting in your best effort. But whether you're a solid performer or someone who sometimes struggles, these kinds of conversations can be a terrifying ordeal for many of us.

Performance reviews are the annual ritual nearly everyone dreads. Whether it's an appraisal or a specific performance issue, we often turn up feeling uneasy, anxious or a bit defensive. You'd think paranoia like this might only pertain to poor performers – but even high performers can tend to shy away from them.

Let's face it, many managers aren't all that hot when it comes to performance conversations. They monopolise and make it a one-sided affair. They put things in clumsy ways so you feel ticked-off and that raises defensiveness. They get you off-side by delivering pre-formed judgements or focus on the negatives so it's all trial and little treat.

Managers play the lead-role in initiating and engaging staff, but let's not forget the other key player. While it's up to leaders to make it safe for staff to engage and deal with defensiveness, it's also up to staff to overcome any natural dislike they may have and approach them in constructive and positive ways to identify things to enable them to do their job better and grow. That way, everyone wins.

And that's what Making Performance Conversations work for You is all about...

Most performance conversation training is for leaders. After all, they're the initiators. It's up to them to set the right tone, create a safe climate and make it encouraging for staff to engage. But how about the other side of the coin? What can staff do to make performance conversations work better for them too?

To work well, performance conversations need to be two-way. This clinic levels the playing field. Built around *12 Positive Performance Conversations Pointers* that are compatible with the footings and frameworks we cover in our program for leaders, it helps staff (that's you!) understand what a good performance conversation should be like and equips you with tools to respond to, and engage in the whole process, more positively...

Here's some topics we'll touch on during the day...

- Preparing & planning for performance conversations
- Purpose: working out what you want and what your boss wants too
- Engaging with performance conversations – facing your fears
- Keep defensiveness at bay and handle your emotional reactions
- Learning to ask the right questions and stick with the facts
- Saying what you have to say calmly, clearly and concisely
- Acknowledging your contribution and accepting responsibility
- Keeping it fair – what to do when you feel accused or judged
- What you can do when your boss mishandles the talk or loses it
- Coping with difficult, harsh, clumsy or uncomfortable feedback
- Staying on the positive side and working on solution-finding
- Insisting on actions for follow through, clarification and support
- Developing a personal plan to handle performance conversations better

From this Session you will ...

- Take away a 55-page self-coaching guidebook with tips and tools to help you overcome reservations and engage better with performance conversations
- Develop a practical plan for preparing yourself to better handle the personal challenges of performance conversations

Dates, Locations—Online

Performance Paranoia...

"Is everyone paranoid about their performance appraisals or is it just me and other neurotics? I mean, are there people who DON'T have flutters about the damn things? I had mine yesterday. My current supervisor makes me less nervous I must say, but I've always hated the damned things." Much the same sentiments were echoed in many replies to this post... "Yep, we hate 'em – doesn't matter if we think we're doing brilliantly or not."

Benefits for you and your staff

- See performance conversations as an opportunity to improve
- Engage more constructively and make them work better
- Prepare & plan better for them
- Keep them two-way and reduce the chances of monopolising
- Stave-off defensive urges and focus on the facts
- Cope better with getting difficult or uncomfortable feedback
- Help see eye-to-eye on issues
- Take a positive, future-focused and solution-based approach

Your Presenter...



Bill Cropper is Director of The Change Forum. His work centres on helping leaders build conversational, emotional, relational and team-working capabilities they need to create vibrant, supportive work cultures and high-performing teams.

Bill's keenly interested in the benefits of conversational coaching and emotional intelligence to create connective, compassionate workplaces, promote productive, open interchanges and facilitate personal growth and change mastery. In the past 12 years, he's run hundreds of coaching clinics for executives, managers, teams and leaders from many walks of work life.

Making Performance Conversations Work for YOU is a companion clinic for staff to our popular *Positive Performance Conversations* clinic for leaders.

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