

Painless Performance Conversations

Batten Down the Hatches

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by
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Green's goal, via her Management Education Group, Inc. is to guide organizational leaders through their workplace challenges. She is the author of *Painless Performance Evaluations: A Practical Approach to Managing Day to Day Employee Performance*. The book was a finalist in the Best Books USA awards in the management category and a winner of the coveted Glyph Award for Best Business/Career book.

Her clients include dozens of corporations, start-ups, and government agencies including the U.S. Bureau of Land Management, the cities of Las Vegas, NV and San Jose, CA, Wells Fargo, Charles Schwab, and Co. Inc. & Pearson. Marnie also served on an international team of trainers, course developers, and medical doctors to create a system-wide change program for the World Health Organization in Geneva, Switzerland and the Egyptian Ministry of Health. She continues to consult on an international basis, with clients on four continents.

Her accomplishments include establishing leadership development programs for the City of Phoenix, Arizona, facilitating strategic planning and team building processes for successful, high growth entrepreneurial firms, and becoming a successful entrepreneur herself, serving clients across the globe. On a personal note, she recently reached the top of Africa's highest peak, Mt. Kilimanjaro and circumnavigated Western Europe's highest peak on the Tour de Mont Blanc. In 2010 she will cycle portions of the Tour de France.

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Key Skills for Painless Performance Conversations

Separate behaviors from attitudes. FOCUS ON BEHAVIORS.

- What behavior is not meeting your expectations?
- What behavior do you want the employee to use more or less?
- How will changing the behavior improve the workplace?

Differentiate between judgment and feedback. PROVIDE FEEDBACK.

- Give affirmative feedback frequently.
- Give corrective feedback specifically.
- Give feedback often.

Inquire powerfully and purposefully. BE CURIOUS.

- Practice paraphrasing to confirm listening.
- Ask questions that show you want to know.
- Use language that conveys exploration.

Create accountability without removing responsibility. BE CLEAR.

- Define expectations in specific, behavioral terms.
- Encourage self-monitoring.
- Let go, but stay near.

