

Challenging Performance

A Leadership Work Kit

AVAILABLE
IN
3 AND 4 DAY
VERSIONS

Customized
Versions Have
Included:

“Adding
Value Through
Performance
Management” and
“Commitment To
Excellence Through
Performance
Communication”

CONDUCTED
AT YOUR
SITE BY OUR
FACILITATORS
OR YOURS

A Unique, Customizable, Competency-Based Course for Managers and Team Leaders

Imagine if members of a professional athletic team received positive and negative feedback only once a year in a written performance appraisal. Would such a team make it to the playoffs — much less the championship?

At Workitect, we know — from nearly 30 years of experience — that winners in the game of business create a culture where coaching and feedback occur as a routine part of each work day.

Such a culture places demands on both managers and subordinates. The former make sure each team member receives clear direction, assessment of current skills, and suggestions for improvement. And the latter commit to giving maximum performance.

In a strong organization, outstanding performers are encouraged, supported, and retained, while poor performers are developed, reassigned to more suitable positions. This kind of performance management doesn't happen by chance. Appropriate systems must be in place.

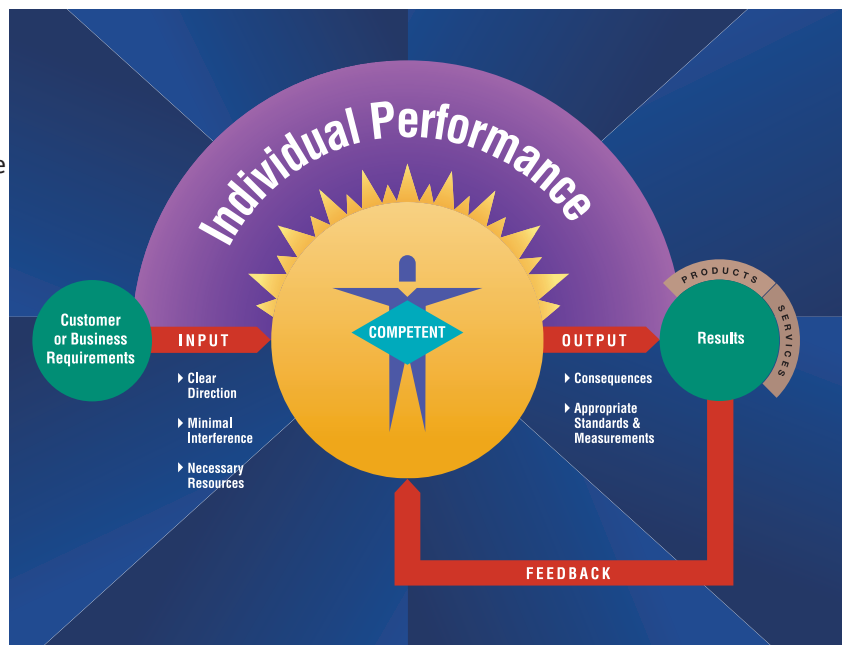
Workitect has helped many organizations improve their performance management systems. Utilizing expertise in competency modeling and in human performance systems, and culminating in

the creation of Challenging Performance, a highly effective program for managers, coaches, and team leaders.

What Makes This Unique Program Work?

Challenging Performance works because it

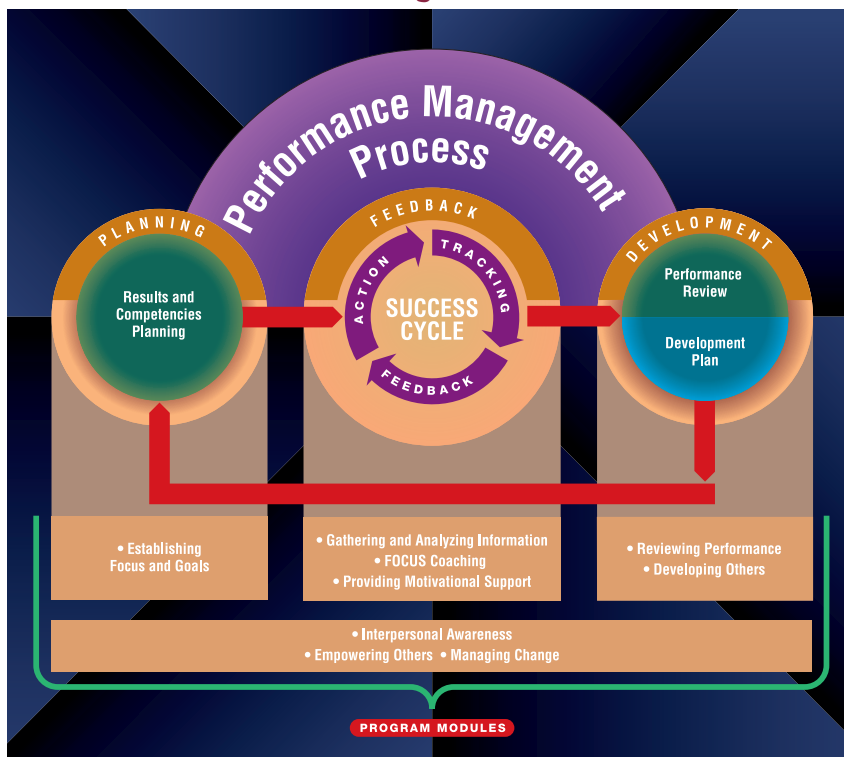
- Concentrates on eight key competencies directly related to effective leadership and performance management.
- Develops the competencies of Diagnostic Information Gathering and Analytical Thinking, which are crucial to an accurate assessment of subordinates' performance.
- Addresses participants' different learning styles and includes — in each module — explanation of a specific competency, steps for developing that competency, and skill practice.



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- Helps participants assess their own need to learn new competencies. Each participant reviews feedback from both his or her own client reports and supervisor on five behaviors for each competency.
- Offers practical results. The course uses cases from participants' actual work situations.
- Places participants in a team environment, and helps organizations operate in or move toward team-based structures.

The Program:



Your organization's
Performance
Management
System and
forms can be
incorporated into
the program

Pre-work

First they review a case study of a fictional client report named "Suzanne." This study describes Suzanne's desired and actual performance outcomes, her tasks, her behaviors, and her characteristics. It also contains a matrix that summarizes and analyzes key data. Once participants have absorbed this information, they use the same format to describe one of their real-life employees.

Next, participants develop three job goals and three competency development goals for that particular client report. They can even attach a current goal list for him or her if they have one available.

After participants have reviewed a description of the eight key competencies, they distribute a feedback instrument optional to their colleagues — and their boss — for an assessment of their own performance of these competencies. Concurrently, they complete a self-assessment.

Course Content

Now the hands-on, facilitator-assisted learning begins. Participants move toward mastery of these eight vital competencies:

1. Communicating and Enhancing Interpersonal Awareness

Improving behavioral skills

This first module ties the entire program together by giving participants:

- An interpersonal levels model
- A listening test exercise
- Feedback from their own Performance Management Competency Assessment instruments
- Strategies for developing action plans

2. Establishing Focus and Goals

Developing clear job and competency goals

This module covers:

- Why goals are important
- What constitutes a "good" goal
- Obstacles to setting good goals
- Grading goals
- Procedures for conducting a goal-setting meeting in your organization
- Competency goal setting
- Job and competency goal-setting worksheets
- Process improvement

3. Gathering and Analyzing Information

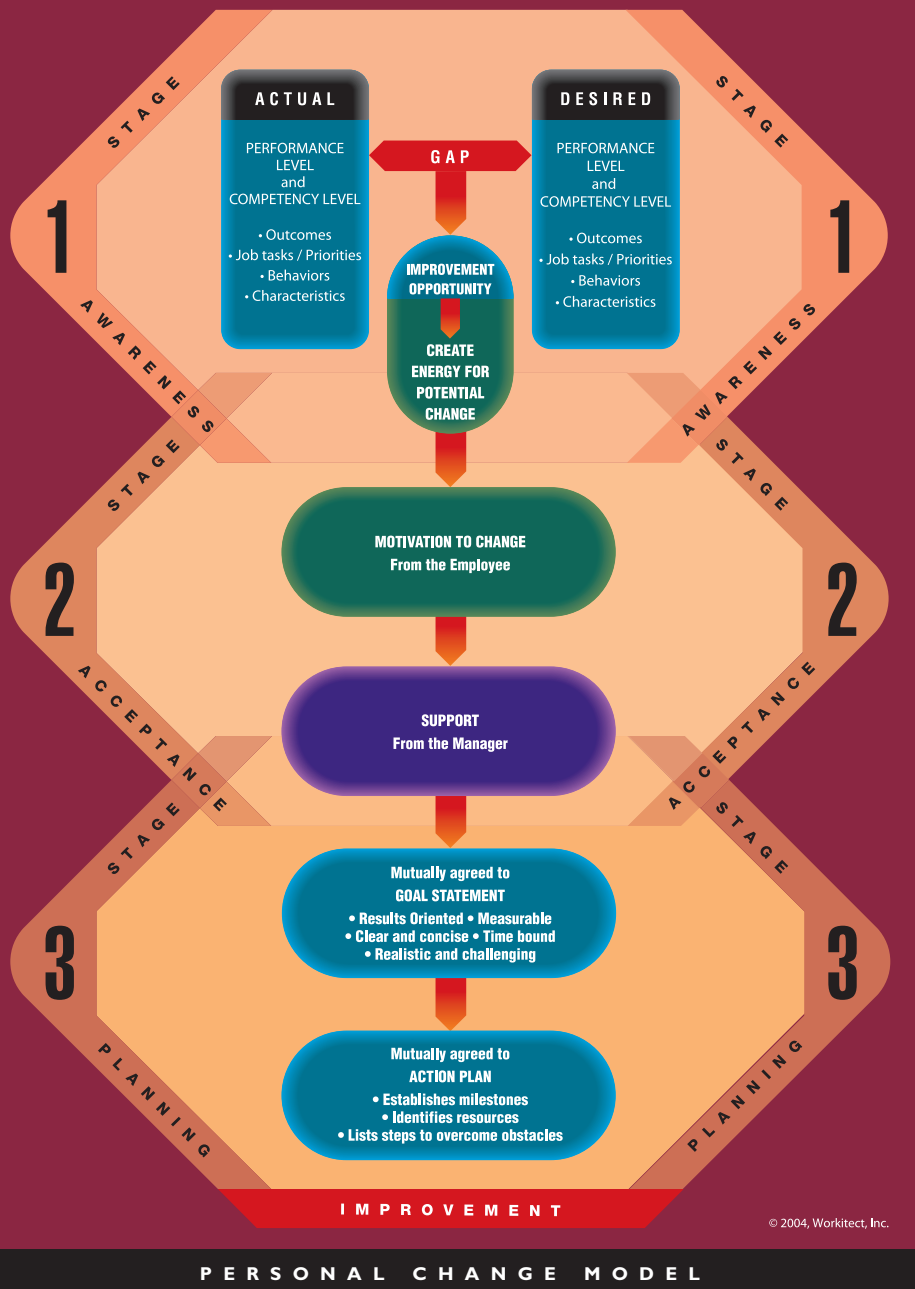
Assessing performance accurately

In this module, participants learn how to:

- Use a model for analyzing performance information
- Apply their pre-work job and competency goals
- Assess employees' competency strengths, development needs, and goals
- Collect useful performance information

4. Empowering Others

Helping others add value to work processes



- Respond to the Readiness for Change questionnaire
- Review the strategies model for managing change
- Complete the strategy development worksheet

6. Developing Others

Enhancing competencies

This module includes:

- A learning-style evaluation
- Techniques and tools to develop others' competencies
- The "Building Competencies" video program
- Applications of the Myers-Briggs Type Indicator

7. Coaching and Reviewing Performance

Giving and receiving feedback

This module gives participants:

- An overview of FOCUS Coaching
- A four-stage coaching model
- A coaching styles model
- A controlling vs. helping model
- Guidelines for giving feedback
- A competency-coaching exercise
- Coaching strategies for overcoming learning and problem-solving blocks

8. Providing Motivating Support

Creating change through positive energy

In this module, participants:

- Use a performance-system model
- Learn four key questions for analyzing a real-life performance situation
- Gain techniques for enhancing motivation in others
- Differentiate "motivation" from "movement"
- Participate in the "add the missing motivation" exercise

After this program, managers, coaches, and team leaders not only understand their own performance styles — they're set to coach people toward recognizing strengths, correcting weaknesses, charting new directions, and setting achievable goals. Enriched by their experience in Leading for Performance, participants are ready to help your organization play to win in today's demanding business environment.

This module:

- Defines "empowerment"
- Offers an empowerment model
- Teaches participants how to assess others' level of empowerment
- Discusses matching the situation to the person
- Offers strategies for managing the empowerment process
- Concludes with a strategy development worksheet

5. Managing Change

Creating a change strategy

In this module, participants:

- Complete the Racing Shells and Rubber Rafts reading and exercise
- Take part in an organizational changes exercise
- Compare three change models: developmental, transitional, and transformational

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WHY
CHOOSE
COMPETENCY-
BASED
TRAINING

Research shows that

It's twice
as effective as
traditional training
in improving
performance.

It produces a
return-on-investment
eight times
higher
than traditional
training.

Also Available from Workitect

In addition to Challenging Performance, Workitect also offers your organization

- Development of job competency models
- Consulting to align performance management with business strategy and human resource systems
- Trainer certification
- INVOLVE™, a program to help each employee align his or her goals with the company's goals.

- Competency Development Workshops:
 - FOCUS Coaching*
 - Enhancing Employee Value*
 - Interviewing & Selecting Superior Performers*
- EXTEND Consulting Skills*
- Building Competency Models*
- No-Fault Negotiating*

THE DEVELOPMENTAL COACH VIDEO AND PARTICIPANT GUIDE



A key feature of the Challenging Performance Course is Workitect's "The Developmental Coach" video/DVD. This 24 minute videotape, along with an accompanying participant workbook, was developed to help managers improve their ability to carry out the steps essential to the performance management process. The video provides practical tips and demonstrations of how to:

- Establish goals for the development of competencies needed to meet business goals
- Observe the demonstration of competencies on-the-job
- Coach subordinates to develop competencies
- Conduct a progress review meeting
- Conduct a career planning meeting

The 28 page Participant Guide reinforces the learning points in the video and helps participants apply the learnings to real-life situations. It includes helpful worksheets and examples.

- The Resource Guide for Developing Competencies — a 225 page workbook that provides background on competencies and instruction on setting competency development goals along with specific suggestions for developing each of 34 different generic competencies.

This Developmental Coach package is also available as stand-alone program with a Leader's Guide.



Building Leadership Competence