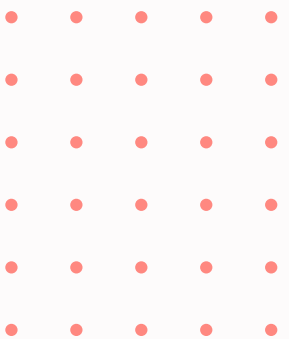


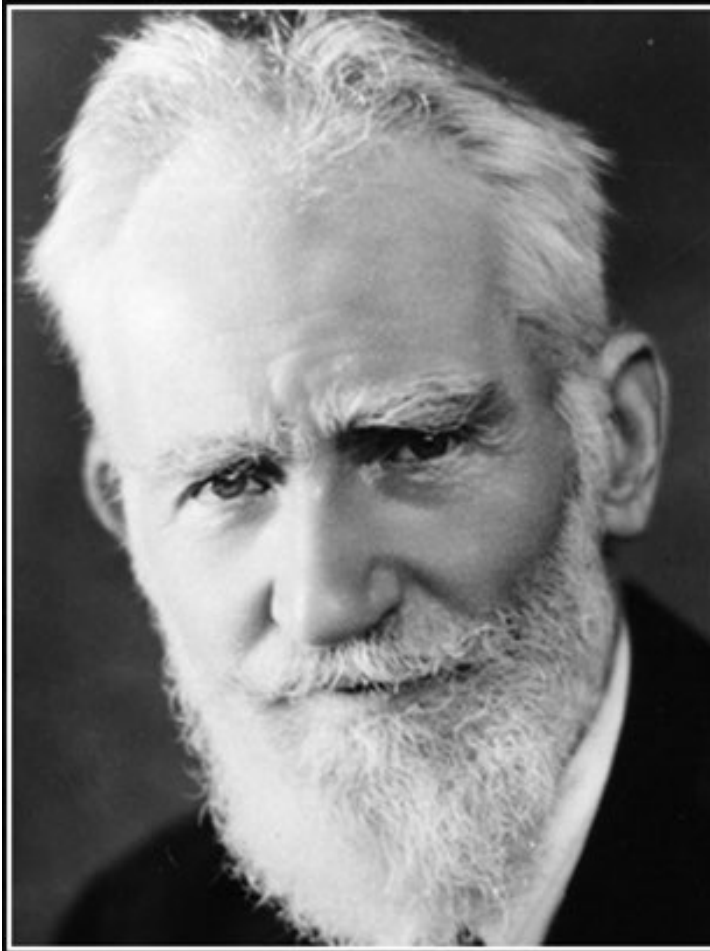
POSITIVE
IMPACT
consulting



Performance Reviews in the Workplace



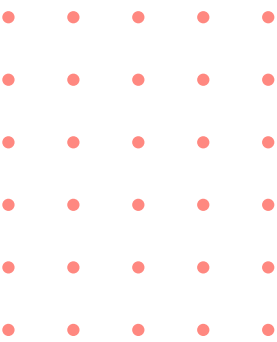
The goal is to connect!



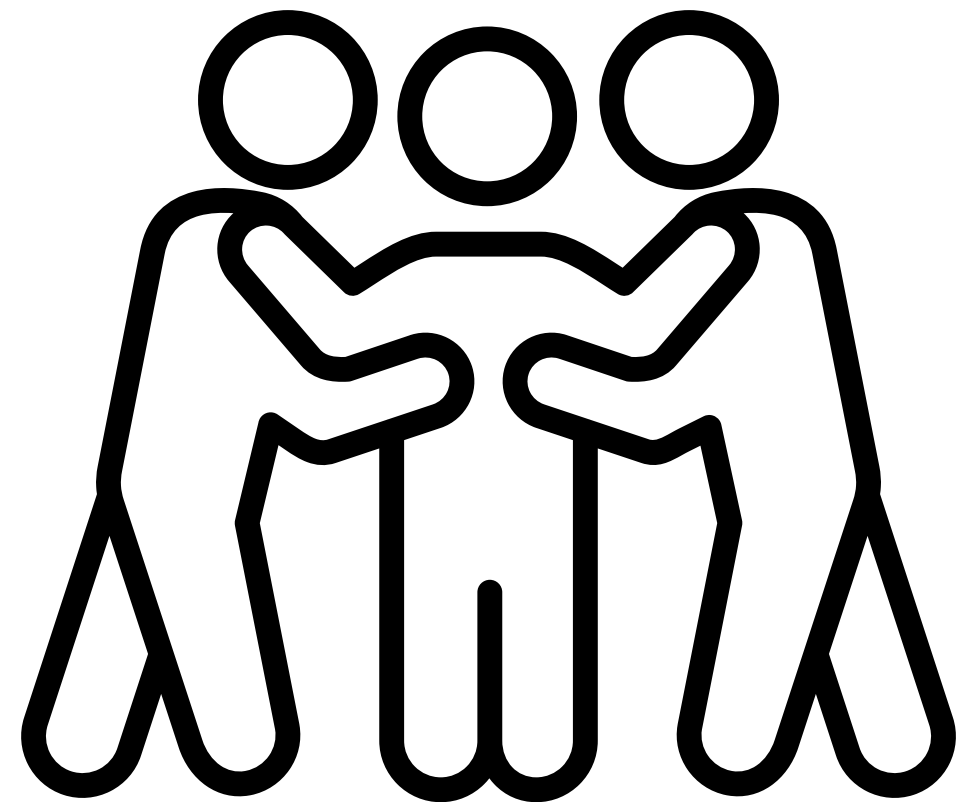
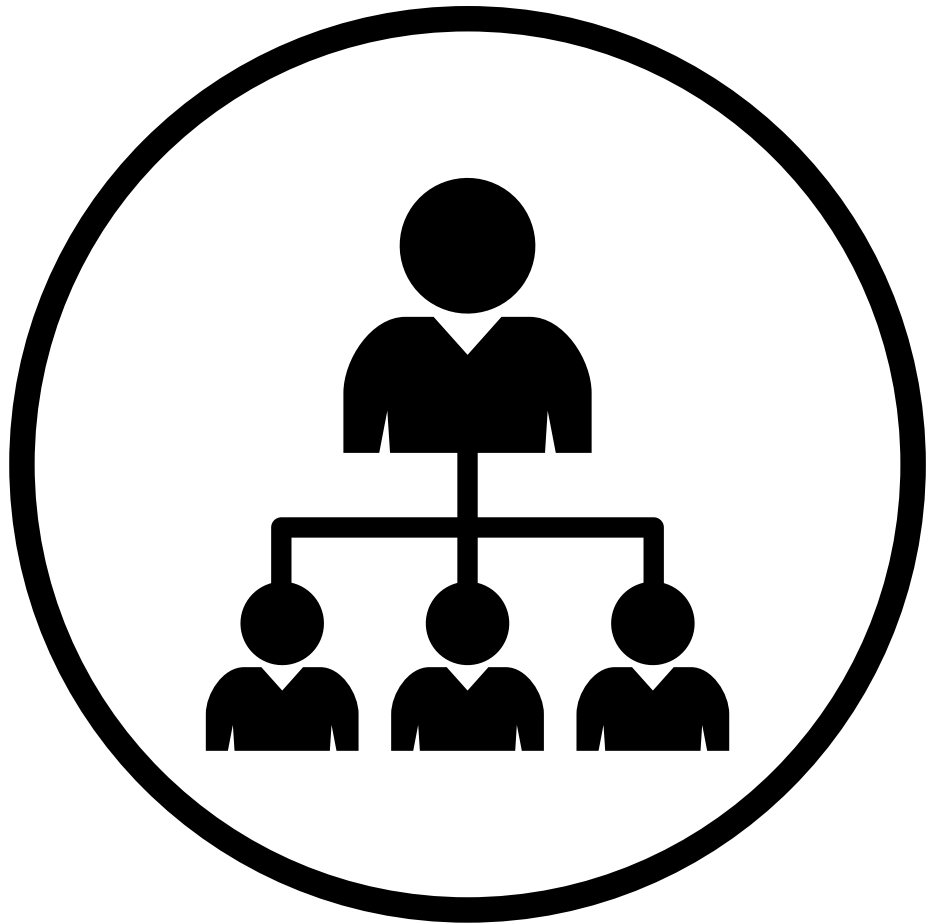
The single biggest problem in
communication is the illusion that it
has taken place.

— *George Bernard Shaw* —

AZ QUOTES

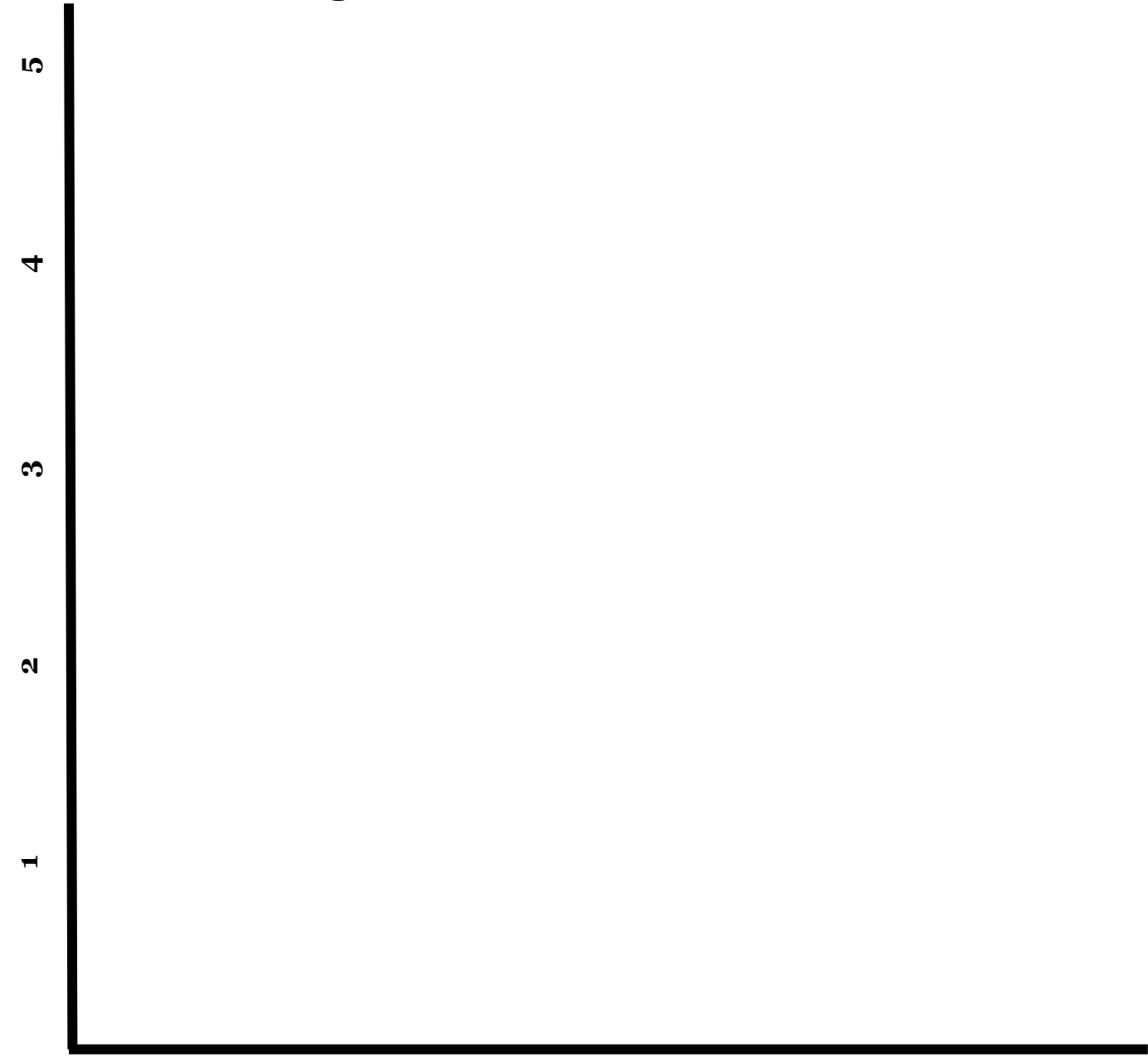


Team Culture Options



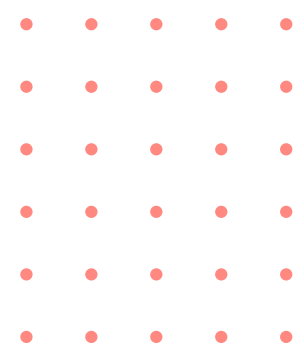
Organizational Culture

Human Element
Effectiveness



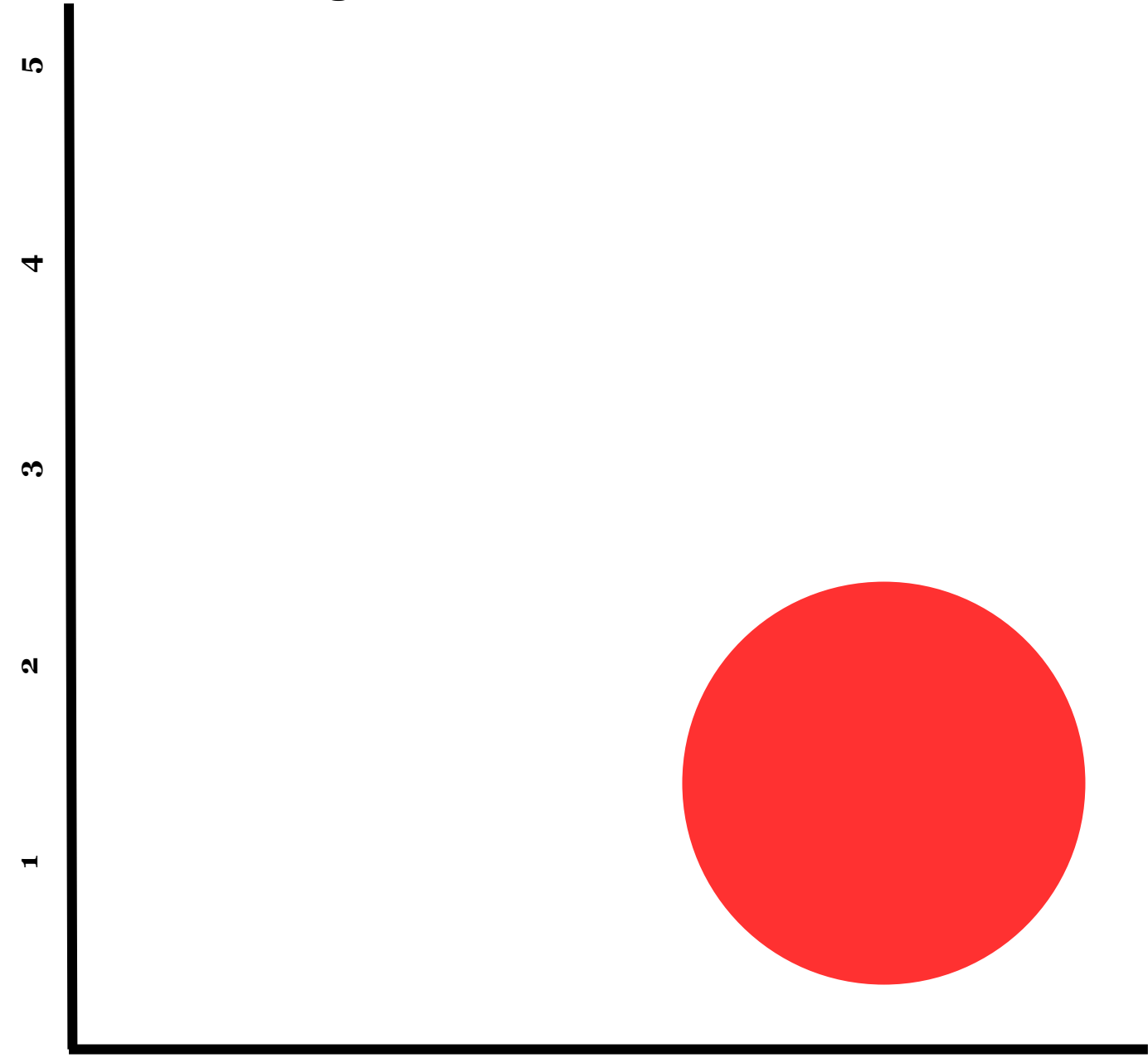
1 2 3 4 5

Bottom Line Effectiveness
Productivity Technical
Quality Financial



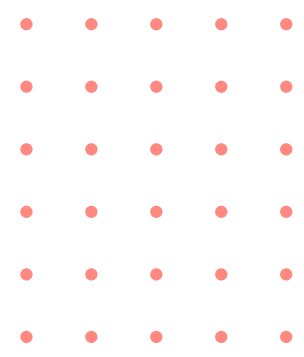
Organizational Culture

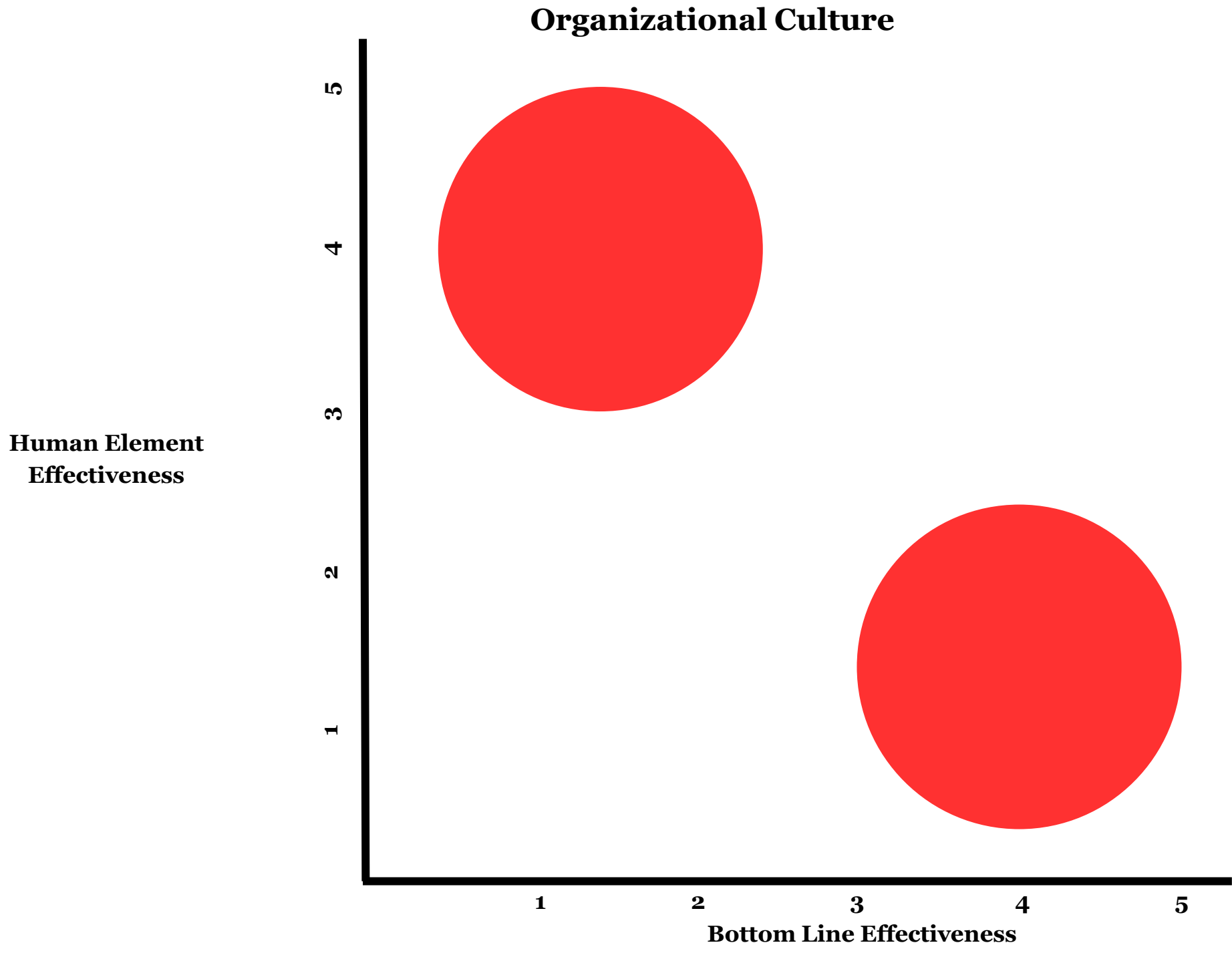
Human Element
Effectiveness



1 2 3 4 5
Bottom Line Effectiveness

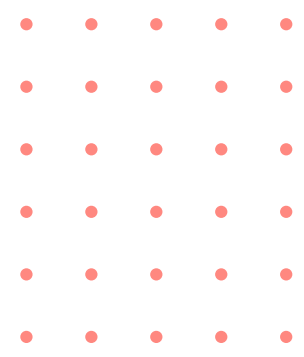
Productivity Technical
Quality Financial





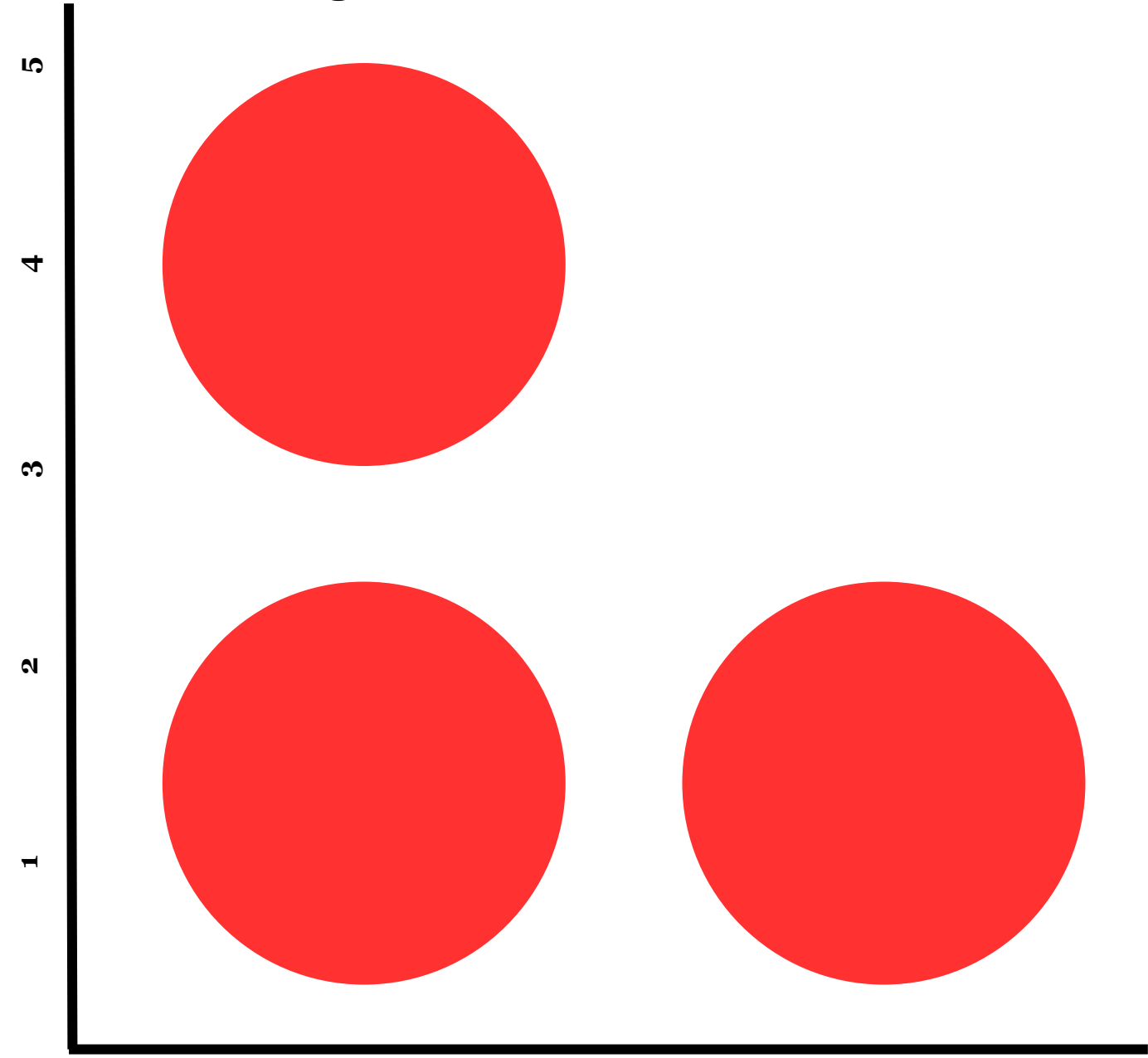
Productivity
Quality

Technical
Financial



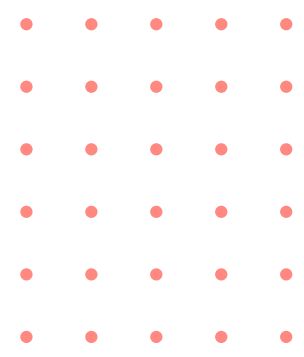
Organizational Culture

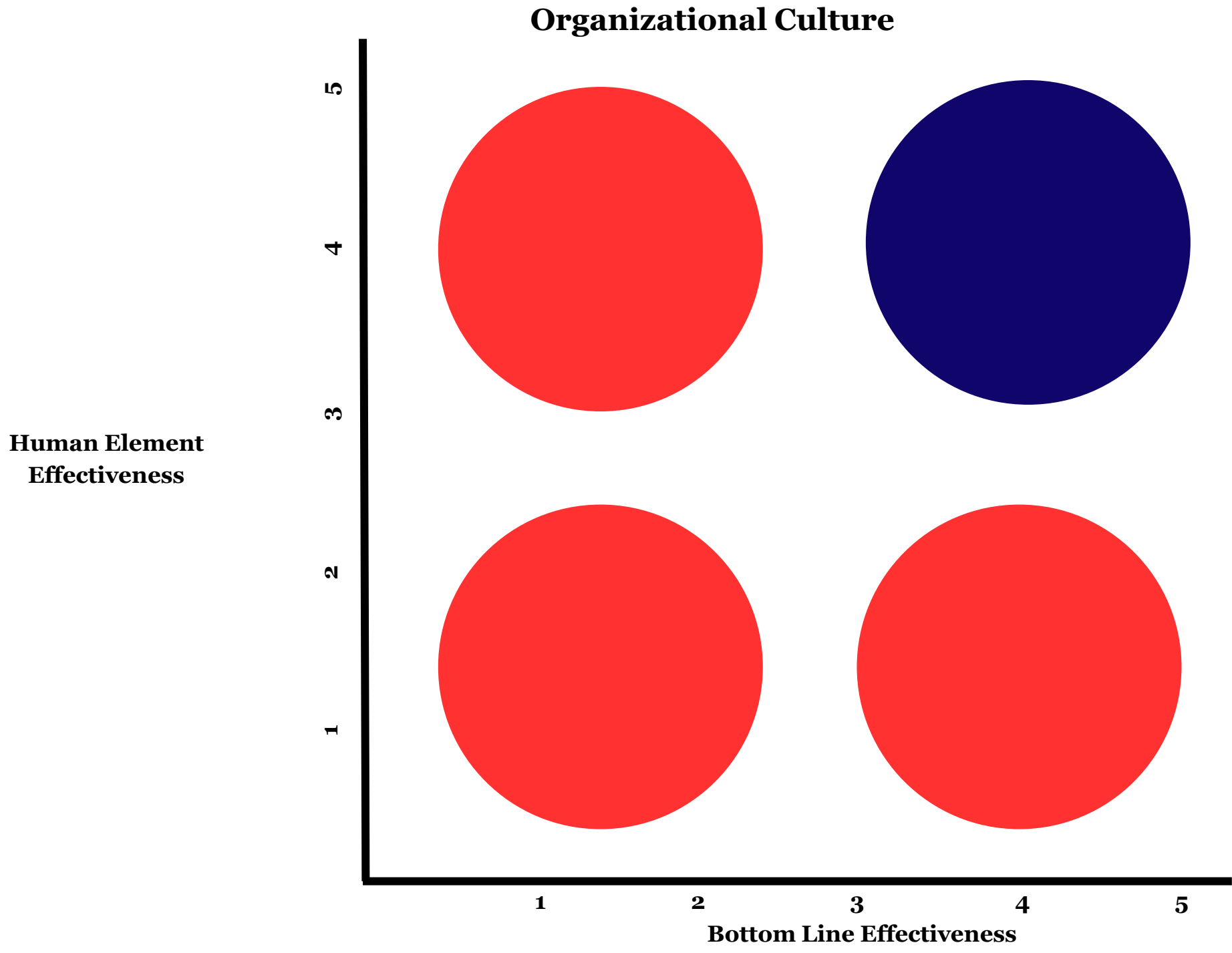
Human Element
Effectiveness



1 2 3 4 5
Bottom Line Effectiveness

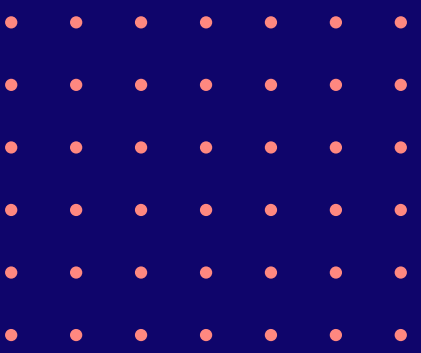
Productivity Technical
Quality Financial



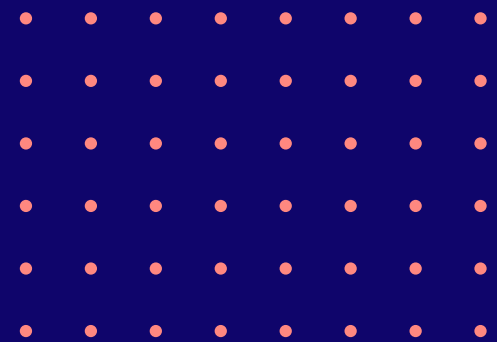


Productivity Technical
 Quality Financial





**What are the benefits of focusing on both
The Human Element and
The Bottom Line?**

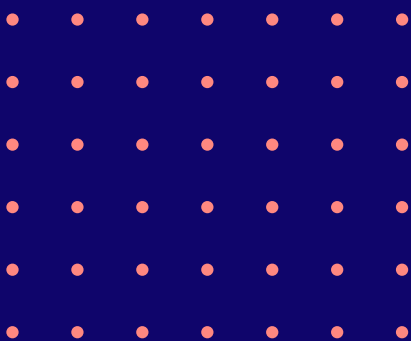


100 Great Places to Work

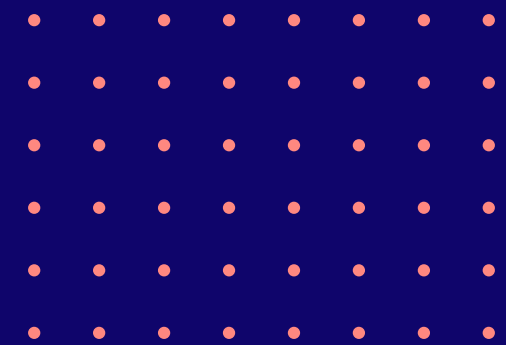
Documented Benefits

- Receive more qualified job applications for open positions.
- Experience a lower level of turnover.
- Experience reductions in health care costs.
- Enjoy higher levels of customer satisfaction and customer loyalty.
- Foster greater innovation, creativity and risk taking.
- Benefit from higher productivity and profitability.

* SOURCE: Great Place to Work Institute, 2007



What makes giving feedback challenging?



What makes giving feedback challenging?

Fear of:

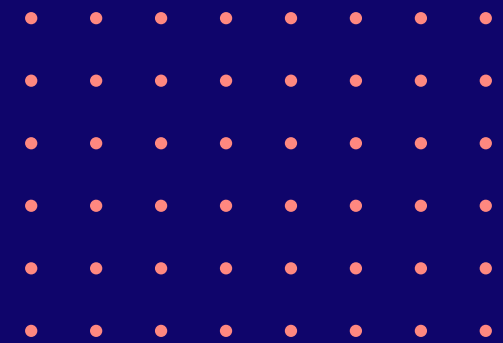
Rejection

Retaliation

Making things worse

Creating a worse culture

What else?



What makes giving feedback challenging?

Fear of:

Rejection

Retaliation

Making things worse

Creating a culture worse

What else?

What happens if you don't?

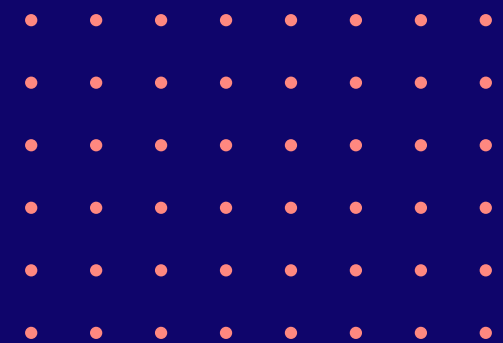
Lowers trust


Culture suffers

Poor behavior reinforced

Bottom Line suffers

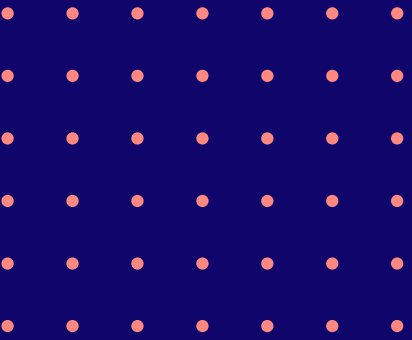
Human Element suffers



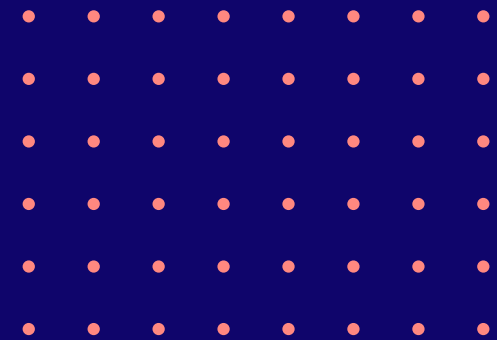


Tough on Issues

Tender on People



**From team, to
individual...**



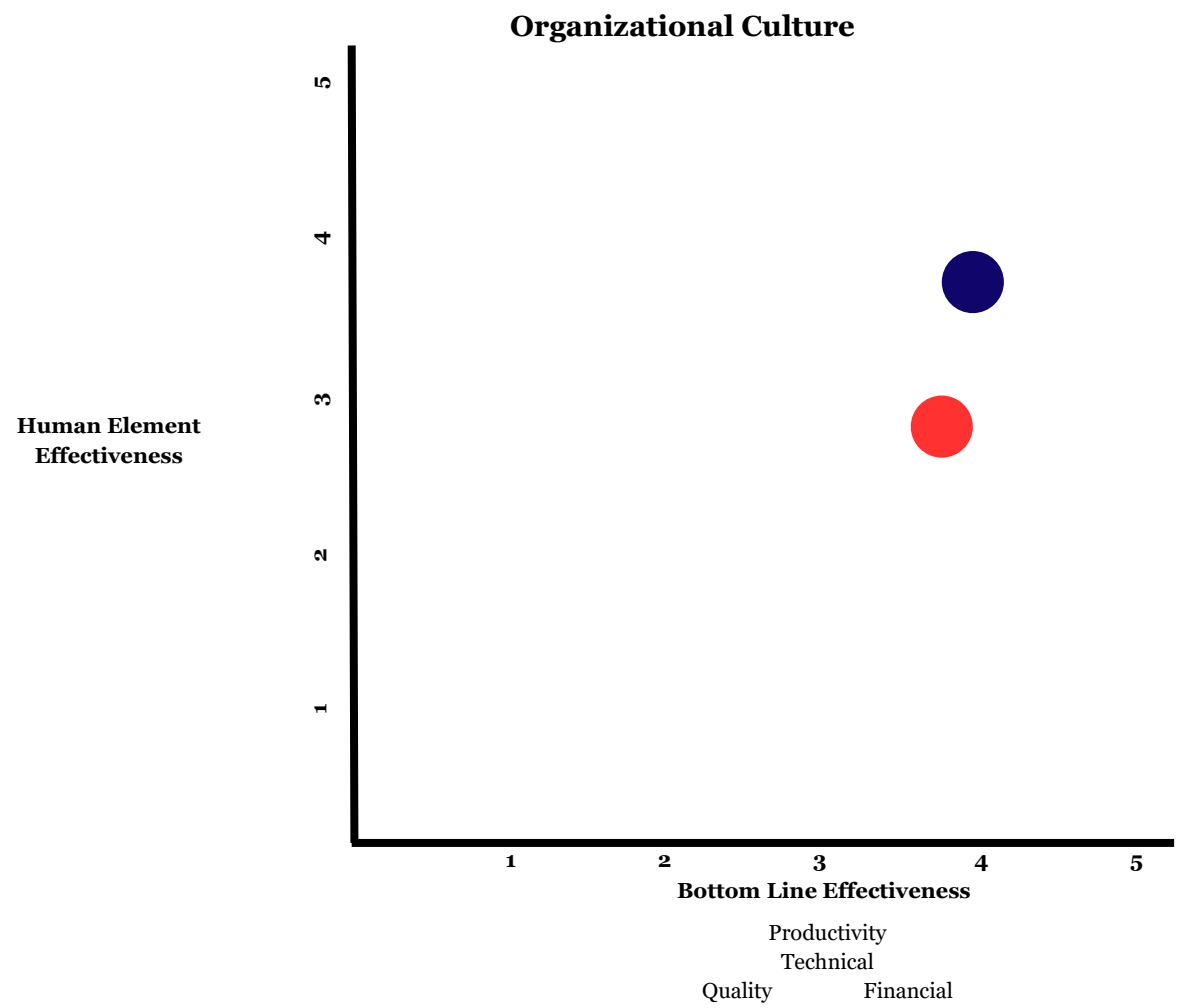
Strengths, Stretches, Targets

We've talked about the organization's strengths and what it can do to be even more effective.

AND NOW,

Let's talk about strengths and stretches of an individual- and what they can do to be even more effective....





TARGETS:

STRENGTHS:

STRETCHES:

Do more of:

Do less of:

**“SEEK FIRST TO UNDERSTAND,
THEN TO BE UNDERSTOOD.”**

St. Francis of Assisi

*“Courage is what it takes
to stand up and speak;
courage is also what it takes
to sit down and listen.”*

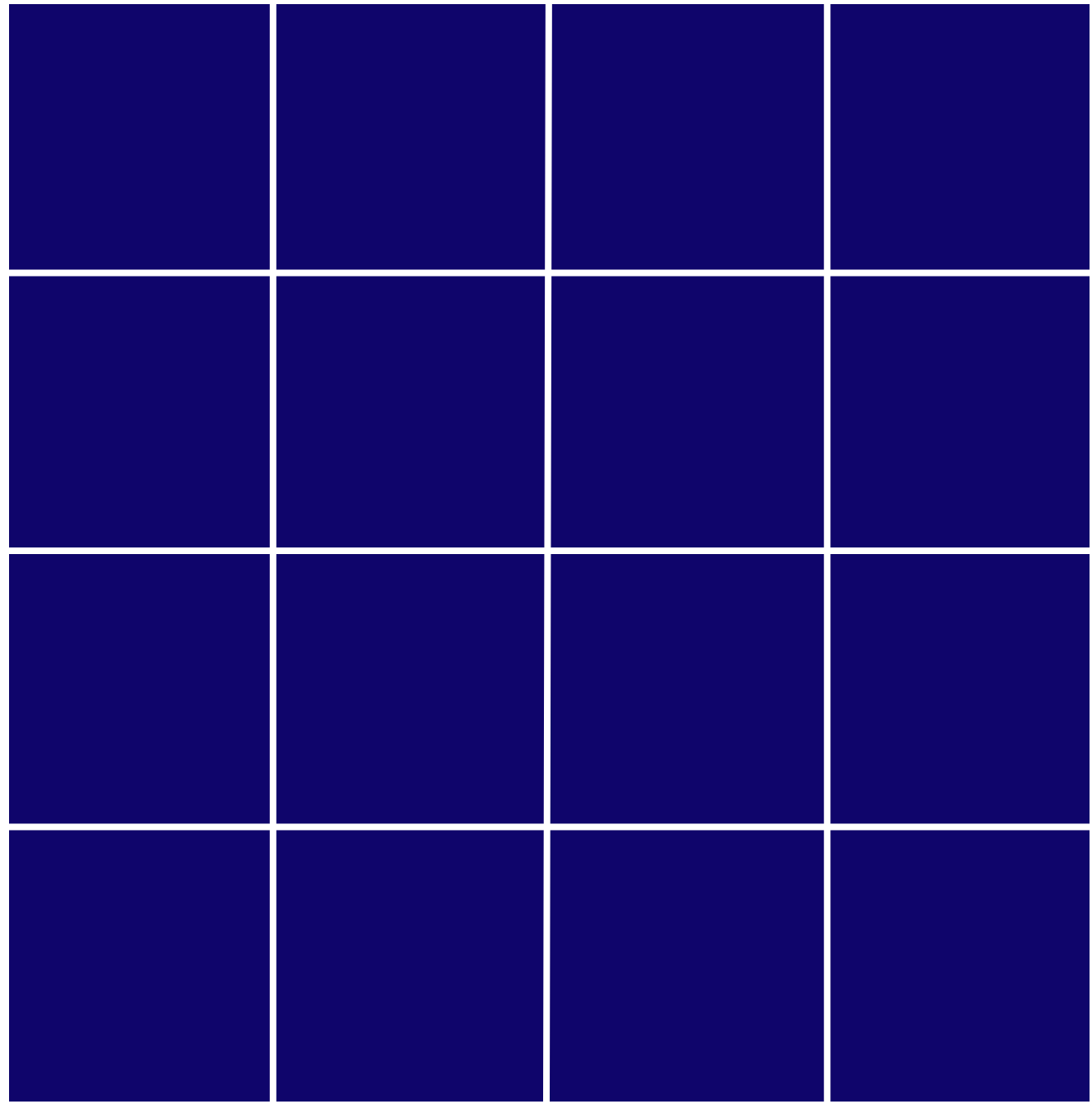
Winston Churchill

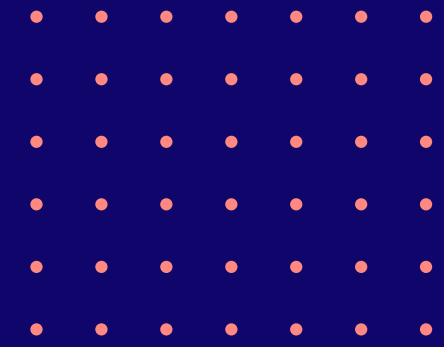
**SAFETY
AND
COURAGE**

Safety: Seeking Their Truth

1. Pause!
2. Say: “Help me to understand.”
3. “Listen” 🗨️ 👁️ 👂 with every bone in your body.
4. Find a way to understand:
 - their facts
 - their feelings
 - their perceptions
5. Reward the feedback!



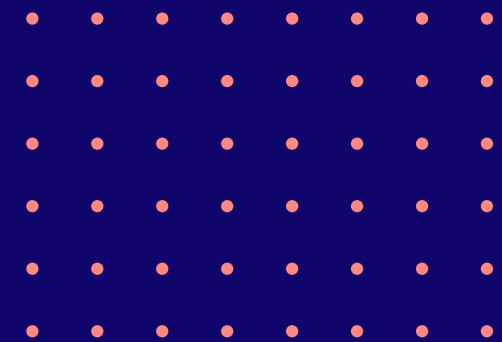


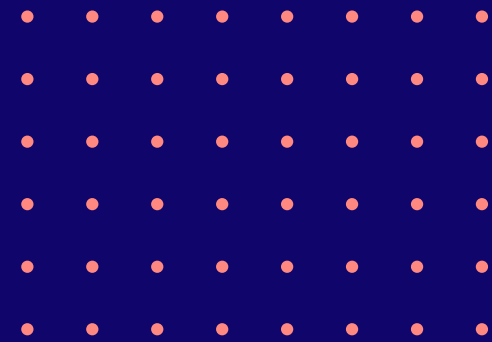
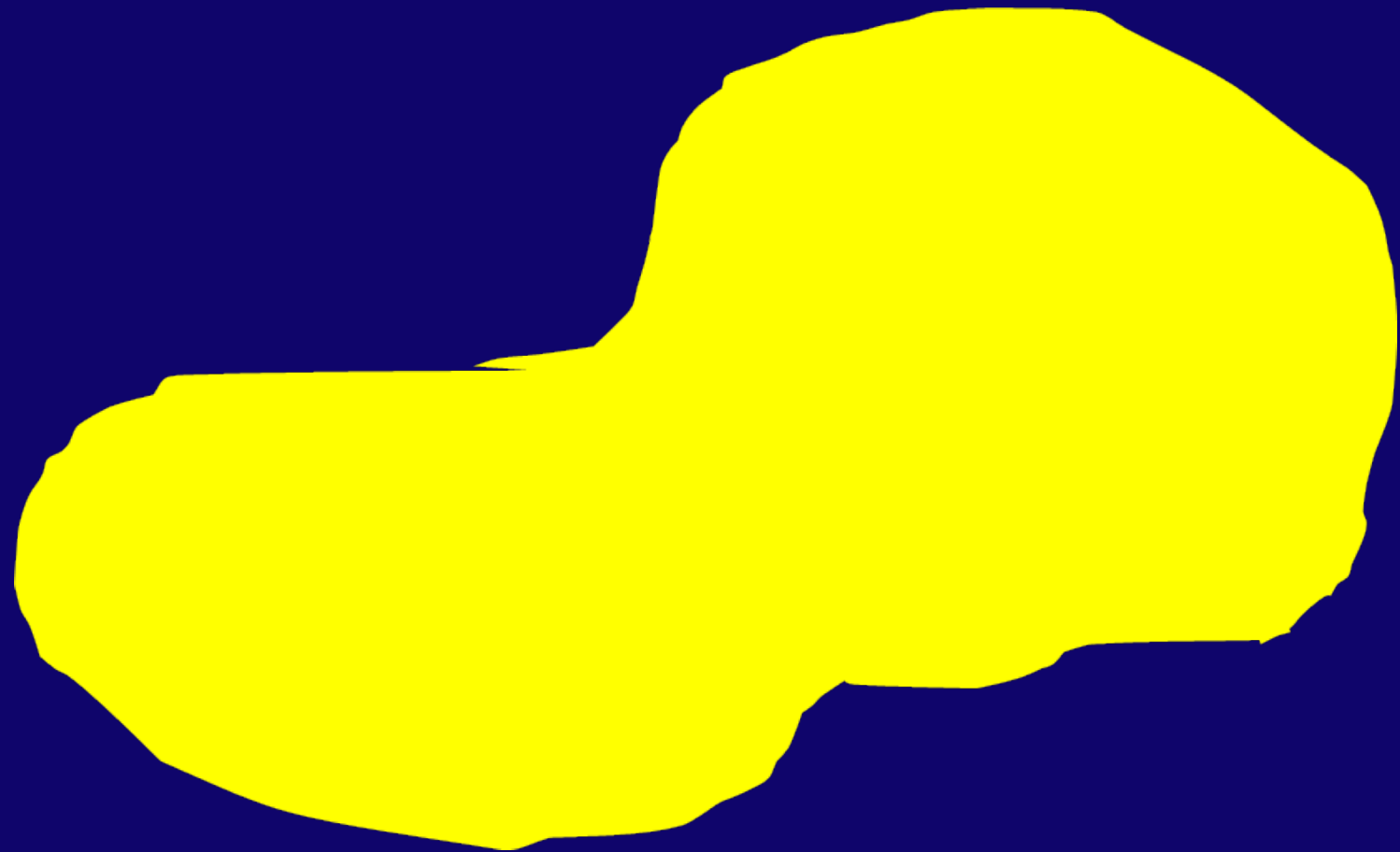
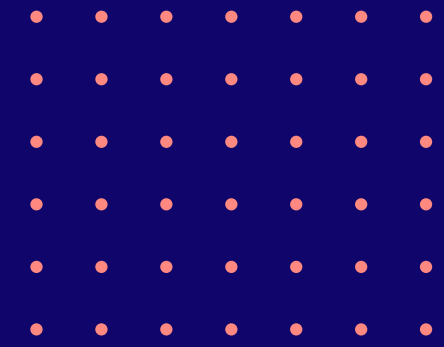


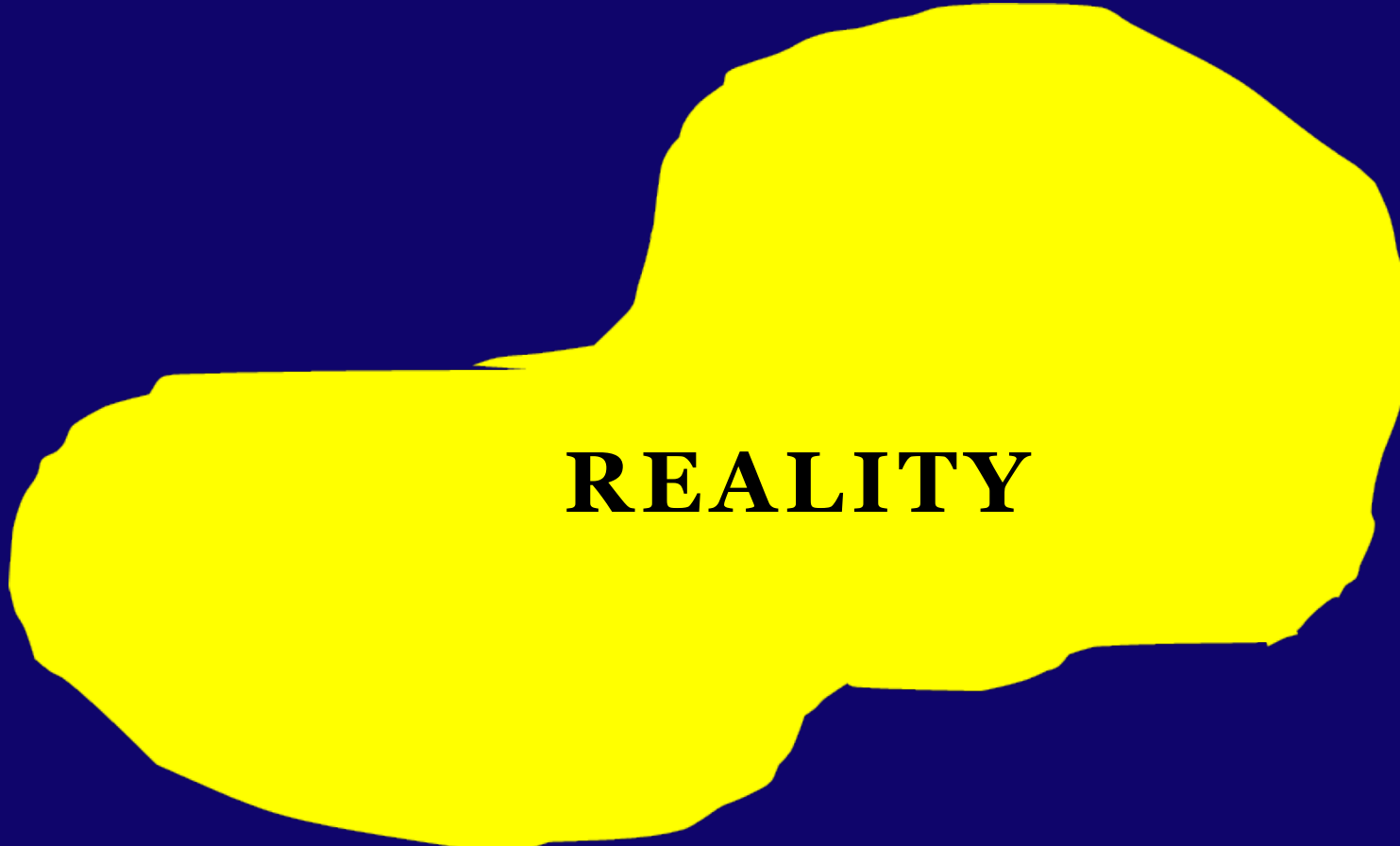
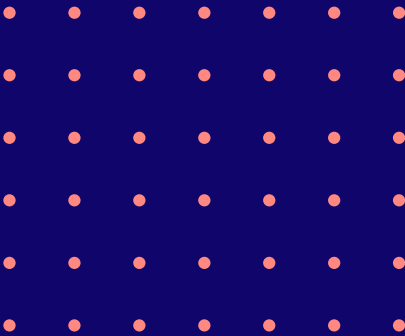
My Truth

Your
Truth

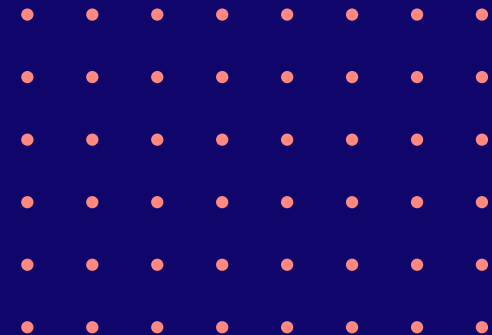
The Truth

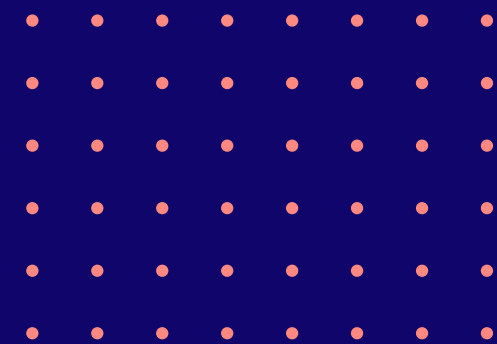
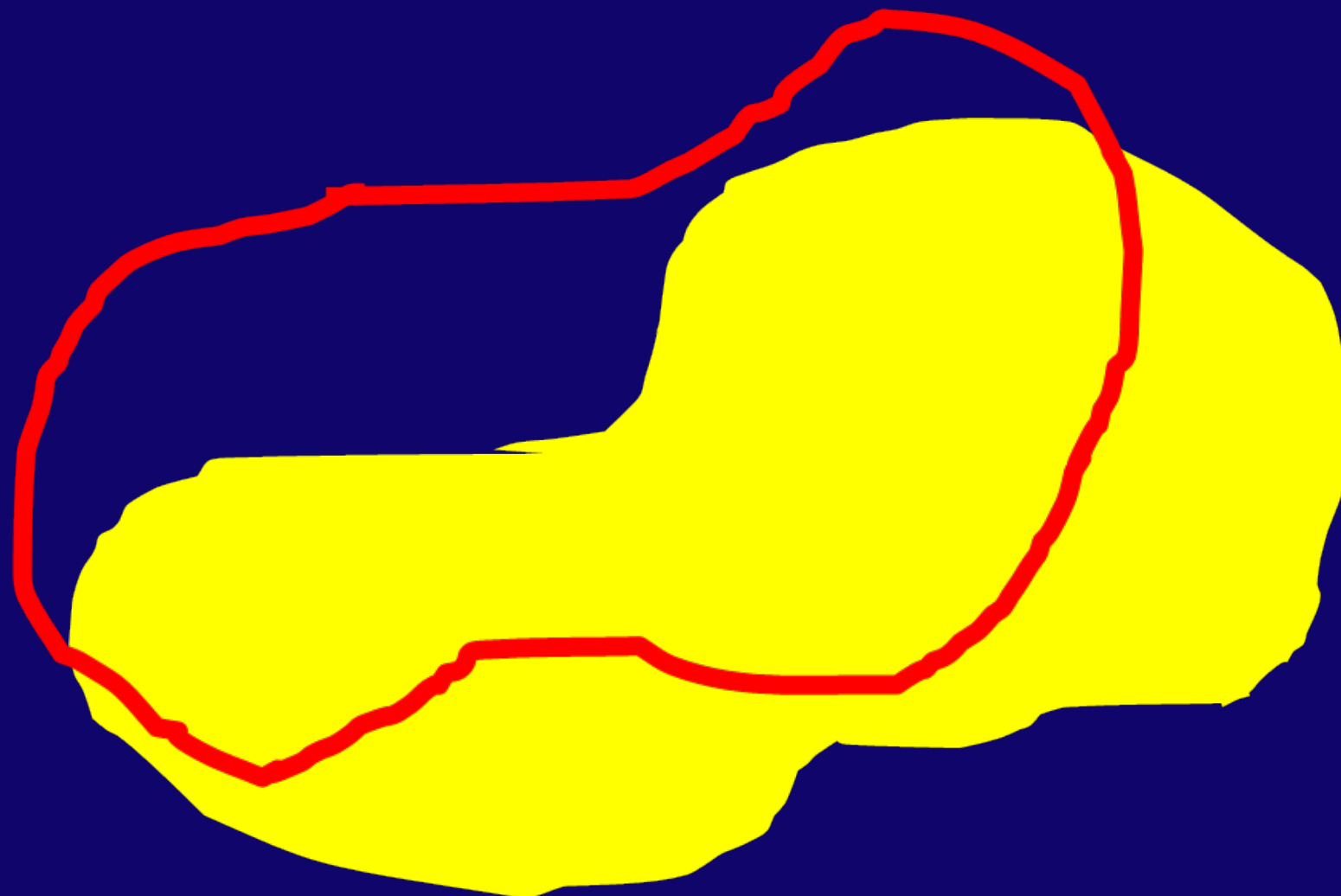
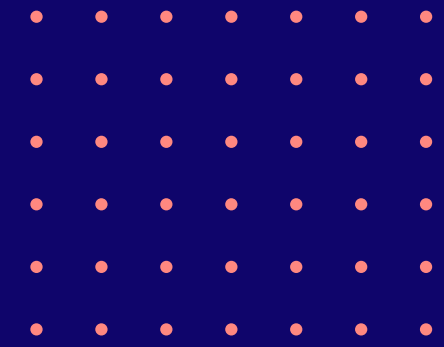


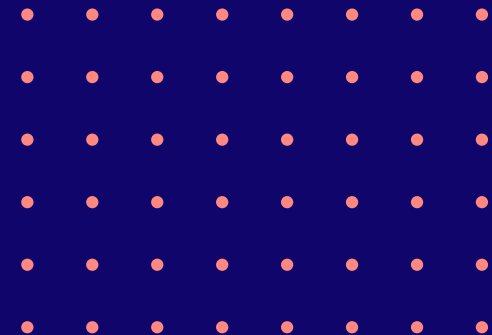
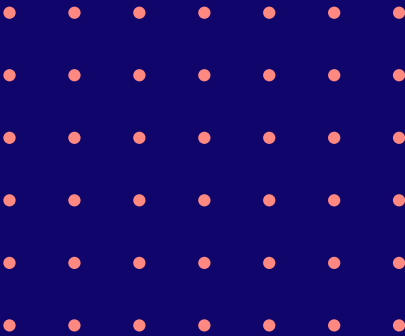


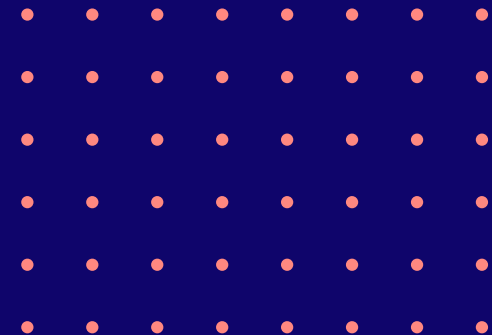
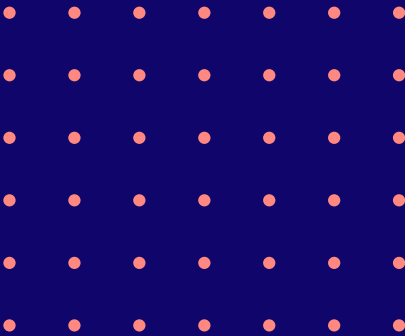


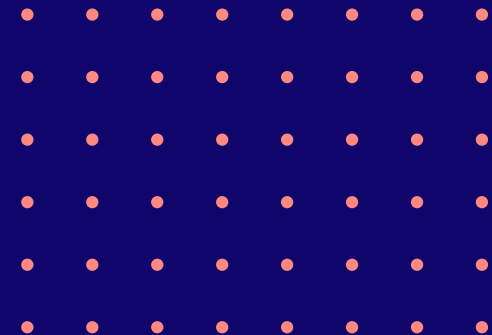
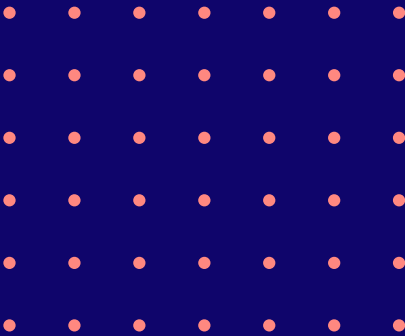
REALITY











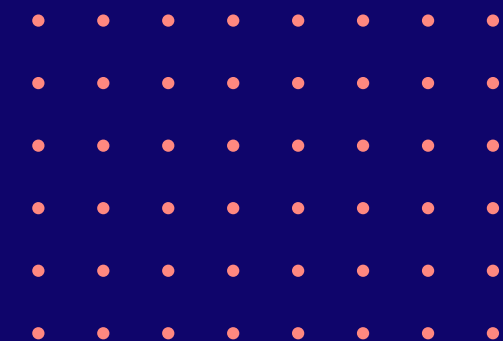
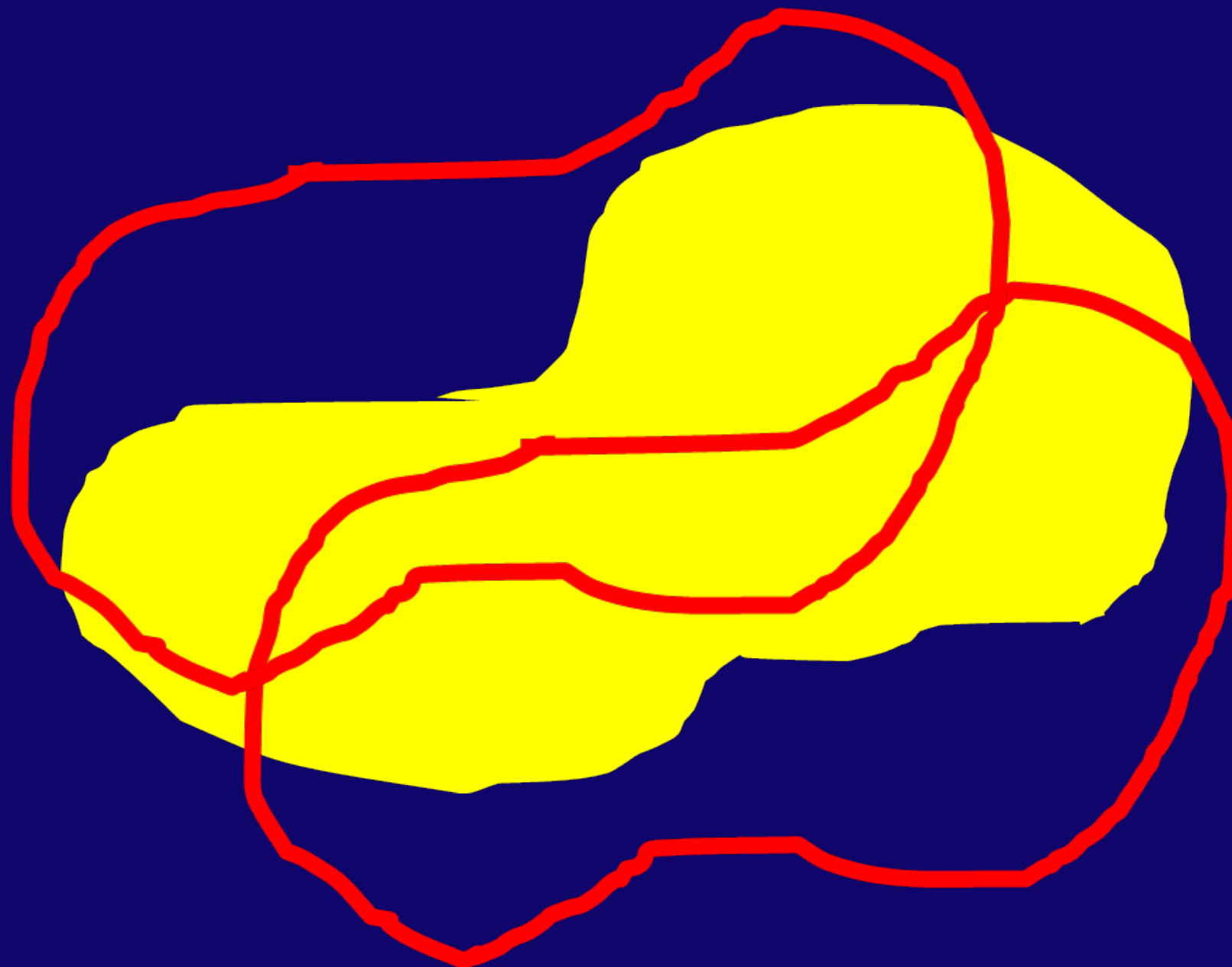
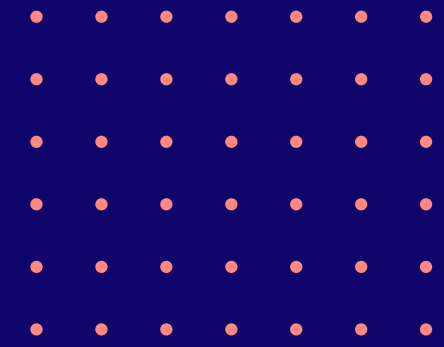


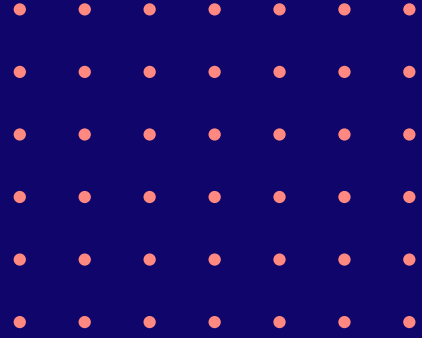
My Truth

Your
Truth

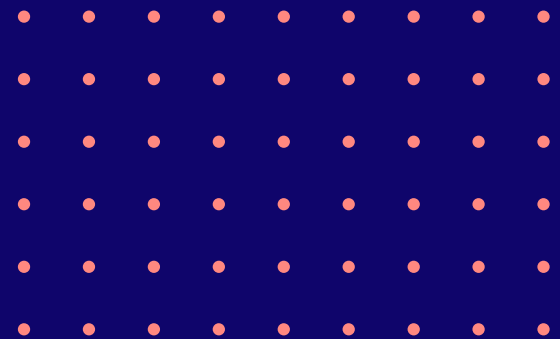
The Truth







1. TRUTH: Is what I say true?
2. PRESENTATION: Is how I present it kind and respectful?
3. NECESSITY: Is it necessary?
4. TIMELINESS: Is it timely?



Courage: Speak Your Truth!

GIVE FEEDBACK:

Acknowledge their “Strengths”

Confront their “Stretches”

Do more of...

Do less of...

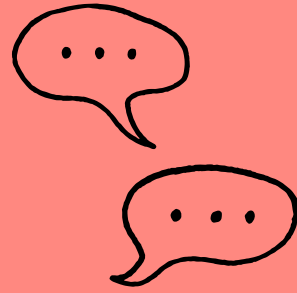
SELF DISCLOSE:

I am thinking...

I am wanting...

I am feeling...

Safety
and
Courage



Straight Talk

Thinking



Feeling

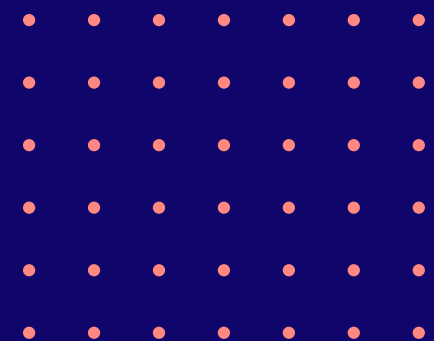
Wanting





Be willing to tell your truth....

SOONER!



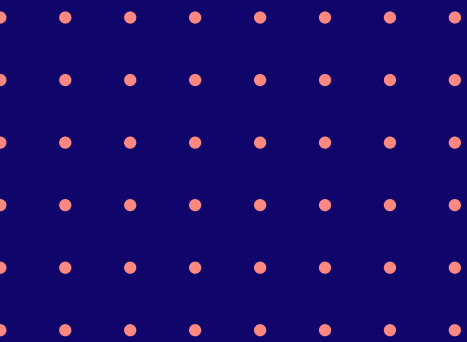
**COMMUNICATING WITH
CLARITY:
What do the desired behaviors:**

Look like?
(Visual)

V-A-K

Feel like?
(Kinesthetic)

Sound/look like?
(Auditory)



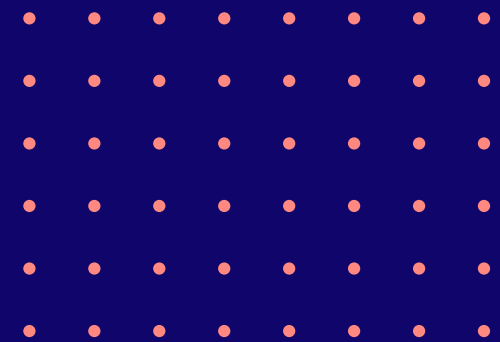
Pay attention
to the little things
– They either build or
erode
relationships

Small things count!

Micro-connects
Micro-disconnects

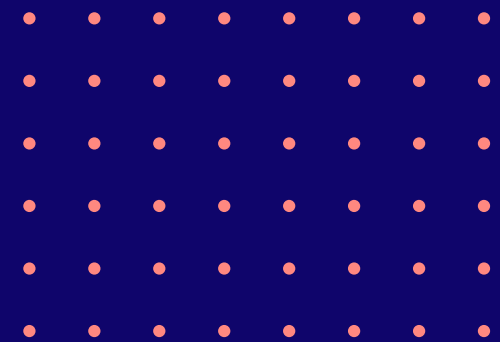
V-A-K and Micro-Connects Exercise 1

- **Speaker Assignment:** Talk with your partner about your experience with the best boss you have ever had.
- **Listener Assignment:** (Avoidant Listening) Do not establish eye contact with the speaker. Focus on the speaker's ear or chin.



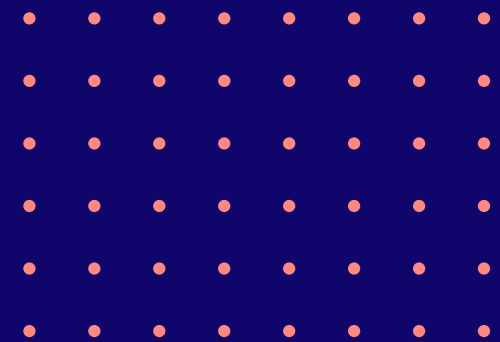
V-A-K and Micro-Connects Exercise 2

- Speaker Assignment: Talk with your partner about a life hero and how that person positively impacted you.
- Listener Assignment: (Multi-task Listening) While “listening,” check your cell phone, look at your watch, sort through your briefcase.



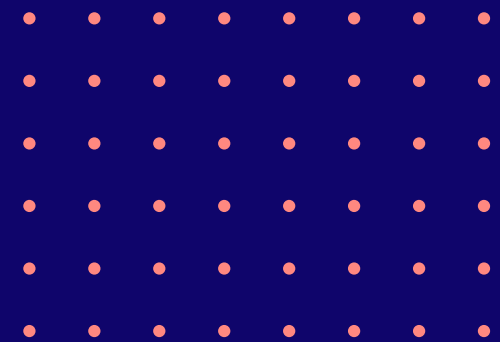
V-A-K and Micro-Connects Exercise 3

- Dialogue Assignment: Conduct a two-way conversation with your partner about something that you have learned in this workshop that will make a positive difference at work or home.
- Application: Conduct this exercise back-to-back. Do not face each other.



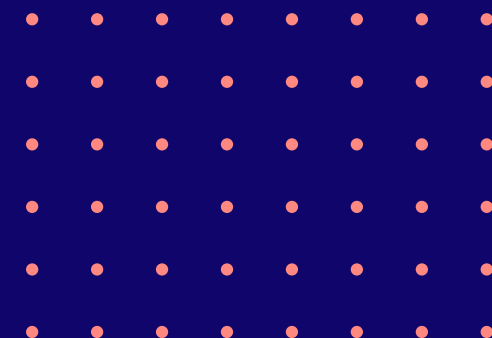
V-A-K and Micro-Connects Exercise 4

- **Speaker Assignment:** Talk with your partner about a peak performance moment -- a time in your life in which you were at your very best.
- **Listener Assignment:** (Connect fully.) Listen actively, establish comfortable eye contact, and make encouraging remarks.



Tools for sharing your truth:

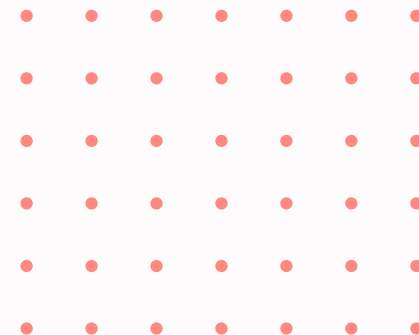
- On a scale of 1-10...
- Levels of concern
 - I am beginning to lose confidence...
 - I am losing confidence...
 - I have lost confidence
- Catch them in the act
 - “What you are saying right now is a great example of the concerning behavior we’re talking about.
- Catch them in the act
 - For the positive!

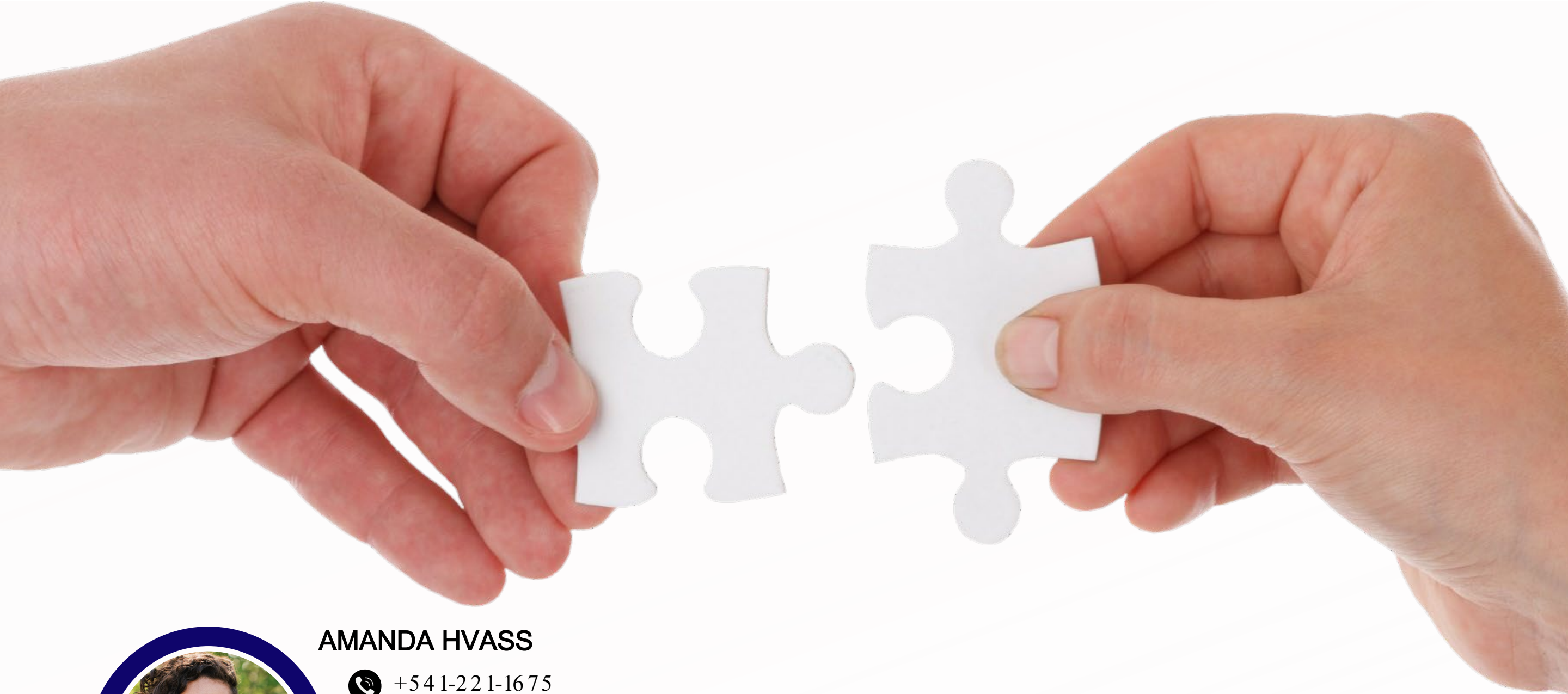







Process

The Organization and Leadership Development Process includes four intentional steps





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