

## PRESENTATION

# Here's What I Want. Here's What I'm Seeing

## How to Communicate Your Performance Expectations and Deliver Feedback

"Having the tough conversations with employees about performance," say managers, "is just about the most difficult thing I have to do. All I ask is that they do the job I'm paying them to do."

At the same time, significant numbers of employees will tell you, "I don't know what my boss expects of me" and "I've had zero feedback on how I'm doing."

**This gap does not need to exist!** Regardless of whether it's because managers don't want to confront poor performance or just don't know how to do it, there are straightforward, easy to apply approaches for having such discussions.

In this highly interactive session, participants learn and practice effective ways to shift accountability for performance over to the employee—where it belongs. You discover how to cut through the confusion we often experience when an employee resists or deflects from addressing his/her performance short fall.



### THERE'S WHAT YOU WILL LEARN...

- What job "performance" is—and isn't—so you focus on precisely what you are paying them for
- How to set out clearly the *specific performance* you expect so they know exactly what they must deliver
- How to present performance feedback in a way that fosters
  - problem solving, not blame
  - an adult-to-adult, rather than parent-to-child, tone
- 8 practical tips for giving feedback when conducting a performance appraisal
- How to respond when your employee resists or responds like a victim
- Word-for-word phrases you can use to build accountability and commitment from your employees

### PARTICULARLY SUITED FOR...

This program is particularly suited for Managers who want to become proficient and comfortable talking about performance—good, mediocre or poor—so that every employee meets and even exceeds what the enterprise expects.

**SAMPLE OF OVER 250 CLIENTS SERVED:**

American Institute of Certified Public Accounts  
Art Gallery of Ontario  
Bell Canada)  
Burger King  
California Institute of Mental Health  
Carfax  
Caribbean Tourism Organization  
City of Toronto  
Continental Airlines  
The Federal Judicial Center  
Hewlett-Packard  
Honeywell  
Hunton & Williams (law firm)  
Lockheed-Martin  
National Association of Convenience Stores  
North York Branson Hospital  
Royal Bank of Canada  
Sunkist Growers  
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WE ARE A LEADERSHIP DEVELOPMENT FIRM DEDICATED TO HELPING OUR CLIENTS GET GREATER RESULTS BY LEVERAGING THE TALENTS OF THEIR SENIOR LEADERS, MANAGERS, AND TEAMS.

We offer training workshops, facilitation services, keynote presentations, and executive coaching that help managers generate consistently high performance by (1) fostering commitment and accountability in their employees and (2) building productive teams.

Our clients include organizations from the corporate, public, and not-for-profit sectors, as well as associations. They know Fulcrum for programs that:

- Present cutting edge concepts and practical techniques,
- Apply interactive adult learning approaches and
- Energize people to deliver superior results

Fulcrum Associates Inc. was founded in 1988. We are a continental firm, headquartered in Northern Virginia, with an operation in Toronto. For projects large or small we are able to draw on the talents of a select number of highly professional associates, each heading a successful independent practice, who deliver programs tailored for today's organizations.



IAN COOK IS A SEASONED PRESENTER, GROUP FACILITATOR AND LEADERSHIP COACH.

His leadership training and coaching addresses the so-called *outer game* of leaders' behaviors, decisions, and competencies as well as their *inner game* of assumptions, beliefs, and ingrained thought patterns that ultimately determine their success.

He is the author of: ***Would They Call You Their Best Boss Ever? Practical Tips and Insights for the Successful Manager***

Ian began his independent practice in 1988, following seventeen years of corporate experience in both the high tech manufacturing and transportation industries.



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