

MANAGEMENT DEVELOPMENT WORKSHOPS

Coaching Poor Performers

QUESTIONS OFTEN ASKED ABOUT PERFORMANCE:

- I have an employee whose performance has been continuously and irritatingly marginal? What can I do to get him/her to do a fully satisfactory job? When should I give up?
- What factors might motivate different people to do the job we are paying them for? How can I, their manager, tap into that motivation?
- How can I give corrective feedback to employees so that I get my message across clearly and, at the same time, maintain their self-respect?
- When I have to confront an employee about his/her poor performance, how do I deal with side-tracks, victim mentality and counterattacks?
- Where does coaching fit in to all this?

Dealing with a poor performer is the single toughest task that your managers are required to do. They don't really teach this skill at either MBA school or the "school of hard knocks." Furthermore, most managers do not understand human motivation (beyond money) and how they can leverage an employee's particular skills and motivators to generate solid performance.

Not comfortable engaging in these tough conversations, many managers avoid the poor performance issue altogether or, alternatively, come at it like a steamroller—threaten, shame, or manipulate the staffer to do better.

What usually results is resistance, no change in behavior, lingering resentment on the part of both parties, and lower morale in the work group.

In this one-day, technique-packed workshop, learn how to conduct those difficult performance-correcting discussions and performance reviews with your employees in a non-acrimonious, problem-solving atmosphere. As a result, You will reduce your stress and position the responsibility for current performance and improvement—where it belongs—on the shoulders of the employee.

It is possible, with your influence, to turn around many employees who up-to-now have been taking up altogether too much of your time and energy. Learn how.

POINTS REGARDING THIS PROGRAM...

- Target audience is managers who seek to address staff performance in a more effective, assertive manner.
- Participants must already be proficient in fundamental communications skills, such as listening, using questions, giving feedback and reading body language. (Our program, Core Communications Skills, covers these competencies and serves as excellent preparation for this workshop.)

"The fact that through word of mouth your sessions are over subscribed speaks volumes about your skills"

Lynda Shepard, Executive Development Consultant, Centre for Leadership and Learning, Ministry of Government Services



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COACHING POOR PERFORMERS (CONT.)

- Includes several hands-on, interactive skill practice activities.
- Attendees have the opportunity to analyze and develop practical, customized strategies to deal with an actual "poor performer" in their department.
- To reinforce application: Following the workshop, participants receive four short monthly e-mails with practical tips and sample scripts, not presented in class, to drive their learning deeper

WHAT PARTICIPANTS WILL LEARN...

- Communicating your performance expectations unambiguously
- How to get the employee in touch with what motivates him/her at work
- Leading the performance discussion in a non-directive way
- Keeping the conversation on an "adult-to-adult" level
- How to position responsibility with the under performing individual
- Recognizing good performance
- Four effective assertive verbal approaches



"I can say unequivocally that the court managers and supervisors in attendance have benefited enormously from these training sessions. To amplify, you have helped to de-mystify the art of leading people and provided useful, applicable skills for real managers in real situations."

Michael Eric Siegel, Ph.D., Senior Education Specialist, The Federal Judicial Center

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
Zurich Insurance

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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