

Brain-Friendly to Maximize Results Performance Conversations

INTRODUCTION: Performance Feedback

Why Companies Give Feedback	1
-----------------------------------	---

Chapter 1

FEEDBACK SUCCESS FORMULA

Brain-Friendly Performance Conversations	5
Feedback=Threats and Fear	5
Sphere of Trust	5
Presence	6
Ask more, Listen More	7
Respect	7
Relationship.....	8
5 Step Performance Conversation Model	9

Chapter 2

CREATE CLEAR EXPECTATIONS

Don't Assume	12
Define Expectations	12
Gain Support	13
Change is Inevitable	13

Chapter 3

'OBSERVING' NOT ASSUMING

Individual Characteristics	14
What Did You Observe?	14

<i>Personal Characteristics vs. Observations</i>	15
<i>Symptom or Problem?</i>	15
<i>What is the Root Cause?</i>	15
<i>Prepare for Performance Conversations</i>	16

Chapter 4

ASKING MORE, TELLING LESS

<i>Thinking For Others?</i>	17
<i>How Telling Are You?</i>	19
<i>Help Others Personally Reflect</i>	19
<i>Questions Are Unique</i>	19
<i>Common Questions, Made Powerful!</i>	20
<i>Questions: Specific to Curious</i>	21
<i>Questions: Directive to Self-Directive</i>	21
<i>Agenda Questions</i>	22
<i>Think Solutions, Not Problems</i>	22
<i>Extraordinary 'But' Word</i>	23
<i>Problems Evaporate as Solutions Emerge</i>	23
<i>Solution-Focused Question Tools</i>	24

Chapter 5

LISTENING BY DESIGN

<i>Listen More - Talk Less</i>	28
<i>Listening Secrets</i>	29
<i>Listening Challenges</i>	29
<i>Listening Do's</i>	29
<i>Listening Don'ts</i>	30
<i>Listen For...</i>	30
<i>Impactful Pauses</i>	32

<i>Clarify, Don't Paraphrase</i>	32
<i>Beyond Just Listening</i>	33

Chapter 6

EMPLOYEE OWNERSHIP

<i>Employee Driven Performance</i>	36
<i>Reverse Delegation</i>	36
<i>Re-Shift Ownership</i>	37

Chapter 7

PERSONAL MOTIVATORS

<i>Multiple Intelligence Thinking Styles (MITS)</i>	39
<i>Whole-Brain Thinking</i>	40
<i>Assess Self and Employee Primary Style</i>	40
<i>Personal Motivators</i>	40
<i>Leverage Strengths - Improve Weaknesses</i>	42

Chapter 8

'BRAIN-FRIENDLY' CONVERSATIONS

<i>Feedback = Threat and Fear</i>	43
<i>S.C.A.R.F. Model</i>	43
<i>STEP 1: Prepare, Prepare, Prepare!</i>	45
<i>STEP 2: Introduce Situation</i>	45
<i>STEP 3: Ask, Listen</i>	46
<i>STEP 4: Solution-Focused</i>	46
<i>STEP 5: Existing or Potential Barriers</i>	47
<i>STEP 6: Positive FeedForward</i>	48
<i>STEP 7: Explore Potential Solutions</i>	48

STEP 8: Offering Advice - Storytelling	49
STEP 9: Mutual Agreement	50
STEP 10: Action Plan	50



ON-GOING CONVERSATIONS

<i>Go See For Yourself</i>	52
<i>Brief Interactions</i>	52
<i>Better You</i>	53
<i>Benefits of Meeting</i>	53
<i>21 Success Tips</i>	53
<i>The Potential Results??</i>	56
<i>Feedback Success Guarantee</i>	56

APPENDIX A Expectation Setting Conversation Planner Template

APPENDIX B Performance Conversation Planner Template

APPENDIX C Conversation Case Studies

References