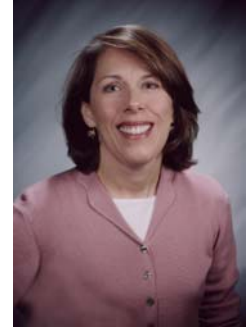


TALENT MAGNETS IMPROVE PERFORMANCE THE EASY WAY

By Carol Bergeron

Over the years I have collaborated with many leaders to design new performance management systems with the ultimate goal to improve organizational results. The truth is organizations improve results by helping each person improve one-by-one. After all each morning people arrive at the office expecting to do good work that makes a difference. They want to be appreciated for their contributions. They prefer to work with others from whom they can learn and also care about their work. And at the end of the day they want to know where they stand. Talent magnets both accept these reasonable employee expectations and proactively satisfy them - everyday.



This month's newsletter consists of a few practical ideas on how to improve the performance of individuals. Most do not take much time. The real challenge is to develop the habit of integrating them; along with others you have found useful, into your daily activities. The performance of individuals, groups and the entire organization will soar. And isn't that what leadership is all about?

Performance management is a process of establishing common expectations, creating opportunity to do good work that helps the organization succeed, observing people in action, providing feedback, coaching for development and assessing results. *Best practice: integrate all the steps of the process into everyday conversations with employees.*

Focus on the positive. Initiating coaching conversations only when employees blunder will send employees running the other way. Spend the lion share of conversations talking about what went well. *Best practice: Start with conversations of candid commendation; it builds trust and a comfortable climate for discussing the more difficult stuff later on.*

Look for and seek out "learning moments". Employee expressed exhilaration or the "eureka" moment creates a real time window to reinforce learnings, behavior and results that are worth repeating. A disappointing result is also reason to talk with the focus on exploring contributing factors, how to overcome and prevent them from happening again. *Best practice: Maintain a "development" oriented stance in the conversation.*

Ask a lot of questions to understand the thinking behind the action. Your outlook and assessment depends on it. *Best practice: Resist jumping to conclusions on why someone did what they did. Instead, ask them.*

Let people know you have their best interest at heart. All of these steps are indicators that you care about employees, their development and how their contributions impact organizational success. *Best practice: be direct about your motivation to help employees grow and develop so they don't jump to inaccurate conclusions.*

Ask employees to complete a self-assessment. Employees get a chance to toot their own horns and relive accomplishments they are most proud of. You may learn something that you didn't know such as tasks undertaken by the employees. You will also benefit from knowing if there is a gap, and if so how

wide, between the assessments prepared by the employee and you. *Best practice: ask employees to use the same format you will use when preparing the written performance review to make easy comparisons.*

Capture the essence of these on-going conversations via the written performance review. In other words, the written review should reflect previous conversations in summary form. There should be no surprises. *Best practice: Ask the employee if there were any surprises on the review. If so, then isolate the cause and remedy the situation with the employee.*

OUTSIDE INSIGHTS

Outside Insights is a service to help executives with complex business problems and challenges. Clients appreciate the fresh perspectives offered by experienced business advisors and the expedient way in which they are delivered. Explore **Outside Insights** to see if it is right for you. www.outsideinsights.org. If so then contact: carol@bergeronassociates.com.

Outside Insights © Copyright 2005 Alliance for Professional Excellence.



UPCOMING EVENTS & INTERESTING RESOURCES

Positioning Your Consulting Practice for Growth: Business Models that Work.

Learn how two veterans re-positioned and creatively grew their businesses through acquisition and partnering. Hear from Bob Gatti of Gatti & Associates and Harald Horgen of The York Group.

Institute of Management Consultants New England: **Nov. 3, 5:30 – 8:30pm, Newton Holiday Inn.**

<http://www.imcne.org/events/2005/nov0305.html>.

2005 Schedule for Educational Workshops at www.bergeronassociates.com/calendar.htm.

How to Develop a Talent Strategy

One-on-One Dynamic Coaching

A Building Block for High-Performance Organizations

Hiring the Right People – Behavioral Based Interviewing Techniques and more

Resource for Workforce Effectiveness Information

Articles and electronic newsletters filled with practical tips on how to enhance the performance of people and organizations. Explore our publications: www.bergeronassociates.com/publications.htm

ABOUT BERGERON ASSOCIATES

Bergeron Associates helps build agile, robust, high-performance organizations by integrating business and workforce strategies.

Bergeron Associates
101 Middlesex Tpke, Ste 6, PMB 326
Burlington, MA 01803-4914
781-376-4071

carol@bergeronassociates.com
www.bergeronassociates.com

NEWSLETTER SUBSCRIPTION

If you want to automatically receive future newsletters then subscribe at: www.bergeronassociates.com. Your contact information is stored confidentially and will not be shared with anyone outside of Bergeron Associates. You may unsubscribe at any time.

© Copyright 2005 Bergeron Associates. This publication may be redistributed in full or in part provided full attribution and our contact information (company name, phone number and email and web site addresses) are included.