

Introduction

When you talk to employees about performance, you want positive and lasting contributions. Research shows that employees perform better when you link performance to results.

When you link specific behaviors like **interpersonal communication** to specific results, you get better interpersonal communication. This process is most effective when you link interpersonal communication to 'multiple' results. For example:

The Interpersonal Communication **Behavior**:

Asks relevant, topic-related questions that focus on the issues being discussed

Can produce the following **Results**:

1. Fewer mistakes that result from misunderstandings about assignments
2. Less time spent working on assignments where clarification of issues would help
3. More meaningful discussions among people
4. More productive discussions 'during meetings'
5. Fewer questions about assignments 'after meetings'
6. Increased understanding about what to do, when to do it, and how to do it

You get better interpersonal communication because your performance discussion is more meaningful. You explain the value of interpersonal communication from many perspectives-people, processes, practices, and projects. You talk about 'who' interpersonal communication impacts, 'what' Interpersonal communication impacts, and 'why' interpersonal communication is important.

This handbook contains many interpersonal communication behaviors and many workplace results you can use to create 'multiple' links. All behaviors and results are written as "**phrases**" for ready-made use in performance appraisals or during performance discussions.

Also included are **examples** of ways to use the linking process to conduct performance discussions, prepare performance improvement plans (PIP), prepare individual development plans (IDP), and reinforce performance.

Below is the **3-Step** process for linking Interpersonal Communication to Results:

STEP 1: Identify Interpersonal Communication Behaviors

STEP 2: Identify Workplace Results

STEP 3: Link Interpersonal Communication Behaviors To Workplace Results

This handbook is written so you can customize performance discussions and appraisals. Fill in the blanks while reading or reproduce the forms for later completion. Use these materials and ideas to:

- Motivate people to improve unsatisfactory performance
- Motivate people to continue outstanding performance
- Motivate people to change negative behaviors
- Motivate people to be more committed to organizational goals
- Motivate people to be more cooperative
- Conduct more effective performance discussions
- Write more effective performance appraisals
- Write more results-focused recognition awards
- Develop more effective Performance Improvement Plans (PIP)
- Develop more effective Individual Development Plans (IDP)
- Create an environment that reinforces the value of positive performance

Contents

Step 1:	Identify Interpersonal Communication Behaviors	6
	37 Behaviors That Lead To Effective Interpersonal Communication	8
Step 2:	Identify Workplace Results	14
	37 Results Of Effective Interpersonal Communication	16
Step 3:	Link Interpersonal Communication Behaviors To Workplace Results	20
	37 Interpersonal Communication Behaviors Linked To 37 Workplace Results	22
Examples:	Using The Linking Process To Discuss Performance	32
Examples:	Using The Linking Process To Prepare Individual Development Plans (IDP) And Performance Improvement Plans (PIP)	37
Examples:	Using The Linking Process To Reinforce Interpersonal Communication	45
	Other Tools For Linking Performance To Results	49