

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 **cooperation** to specific results, you get better cooperation. This process is most effective when you link cooperation to 'multiple' results. For example:

The Cooperation **Behavior**:

Shares information with coworkers willingly

Can produce the following Workplace **Results**:

1. More instances where coworkers have all the information they need to complete tasks
2. Faster resolution of problems
3. Decreased need to supervise and monitor assignments
4. Fewer delays in delivering products and services to customers
5. Greater opportunity to be considered for projects that require traits like initiative or self-directedness
6. More instances where team or office achieves goals related to efficient delivery of products or services

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

This handbook contains many cooperation 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 Cooperation to Results:

STEP 1: Identify Cooperation Behaviors

STEP 2: Identify Workplace Results

STEP 3: Link Cooperation 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

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