

## E-Course

### Linking Performance To Results

#### Description:

This e-course provides instruction and materials to effectively link employee performance to workplace results. While the topic-specific e-courses focus on specific behaviors (i.e. teamwork), this e-course allows participants to choose any one behavior or any group of behaviors.

Participants create **customized** behaviors and results for people in their organization. Participants acquire the tools to motivate employees to make greater contributions. These tools include a list of **behaviors** that clarify performance expectations; a list of **results** that describe the impact of performance; ready-made **phrases** to use during performance discussions; **examples** of ways to conduct more effective performance discussions; and **strategies** to reinforce positive performance.

**The e-course is conducted via e-mail.**

#### E-Course Objectives, Process, And Outline

#### Objectives

At the end of this e-course, participants will be able to:

1. Select specific performance areas where employees must possess knowledge, skills, or abilities in the participant's organization
2. Develop 20 critical behaviors that employees must exhibit to successfully achieve assignments
3. Develop 40 critical results that employees, managers, customers, and others use to measure success
4. Link 20 critical behaviors to 20 critical results
5. Develop 10 strategies to reinforce positive performance
6. Conduct performance discussions by describing the link between behaviors and results
7. Reinforce positive performance by describing the link between behaviors and results

## Process

1. **START DATE:** Start the e-course any time. Since participants take this e-course from the convenience of office or home, it can start anytime and anywhere.
2. **E-COURSE LENGTH:** The e-course covers a 3-week period. However, the minimum time is 1-Week and the maximum time is 5-Weeks.
3. **E-COURSE DELIVERY:** The e-course is conducted via e-mail. No telephone communication is involved unless initiated by the participant or desired by the participant.
4. **E-COURSE SUPPORT:** Each week, Dr. Brown emails materials and instructions to participants. Dr. Brown is available to answer questions via e-mail or telephone. **The e-course is very easy.** That's because participants receive **examples that can be followed exactly** when customizing behaviors and results. Dr. Brown also reviews materials once completed and offers suggestions for improvement. See the **E-Course Outline** for more specifics.
5. **E-COURSE MATERIALS:** No supplemental materials are required. Participants receive all materials each week via email. The core construct of this e-course is based on *The Linking Process* handbook. However, the purchase of this handbook is not required.
6. **E-COURSE FOLLOW-UP:** Participants have a 2-week period after completion of the e-course to submit questions to Dr. Brown.
7. **E-COURSE COST:** \$24.99 per participant.

## E-Course Outline

### Week 1:

- A. Participants will do the following:
  1. Complete a short questionnaire that will help Dr. Brown customize the e-course.
  2. Select 1 to 5 performance areas to focus on during the training. These are the areas where employees need knowledge, skills, or abilities. Some examples might include sales, productivity, time management, conflict management, etc. Participants receive guidance on ways to **customize** these performance areas.

3. Develop 20 critical behaviors that are necessary for the successful accomplishment of daily activities and assignments. Participants receive guidance on ways to **customize** these behaviors.

*Participants will be able to use these behaviors in performance appraisals or during performance discussions.*

- B. Participants will receive the following to assist with these activities:
1. Instructions on how to effectively choose critical performance areas.
  2. A comprehensive list of performance areas to help with the selection.
  3. Instructions on how to effectively identify behaviors that are necessary for the successful accomplishment of daily activities and assignments.
  4. A framework to use when developing behaviors.
  5. Examples of behaviors to use as a guide.
  6. Dr. Brown will review the final list of behaviors and offer suggestions for improvement.

### **Week 2:**

- A. Participants will do the following:
1. Develop 40 critical results that employees, managers, customers, and others use to measure success. Participants receive guidance on ways to **customize** these results.

*Participants will be able to use these results in performance appraisals or during performance discussions.*

- B. Participants will receive the following to assist with these activities:
1. Instructions on how to effectively develop results that are important to people and to the organization.
  2. A framework to use when developing results.
  3. Examples of results to use as a guide.
  4. Dr. Brown will review the final list of results and offer suggestions for improvement.

### **Week 3:**

- A. Participants will do the following:
1. Link 20 critical behaviors to 20 critical results. The focus will be on deciding which behaviors lead to which results. Participants receive guidance on ways to **customize** these 'behaviors linked to results'.
  2. Use the performance-discussion framework to prepare two performance statements that can be used to conduct performance discussions.
  3. Select 10 strategies to reinforce the link between behaviors and results.

- B. Participants will receive the following to assist with these activities:
1. Instructions on how to effectively link behaviors to results.
  2. A framework to use when linking behaviors to results.
  3. Examples of 'behaviors linked to results' for use as a guide.
  4. A framework to conduct performance discussions by describing the link between behaviors and results.
  5. Instructions on how to effectively create reinforcement strategies that emphasize the link between behaviors and results.
  6. A list of reinforcement strategies for use in choosing or customizing behaviors and results.
  7. Dr. Brown will review all materials completed this week and offer suggestions for improvement.

**E-Course Instructor:** Dr. Barbara Brown

**Instructor Qualifications:**

Dr. Barbara Brown has a Ph.D. in Human Development, with a concentration in leadership. She has taught Leadership Development at Johns Hopkins University, Virginia Polytechnic and State University, and the University of Maryland. She has also taught Human Resource Development at the University of Virginia. Her other academic teaching experiences include several two-year and four-year colleges.

Dr. Brown has also designed and delivered a comprehensive online leadership course for the University of Maryland. She is an expert at program design and development. Since 1993, Dr. Barbara Brown has been helping organizations maximize employee performance. She specializes in demonstrating ways to link employee performance to workplace results.

Some of Dr. Brown's many clients include the Department of Defense, Department of Agriculture, Department of Transportation, Department of Treasury, American Red Cross, Arthritis Foundation, DynCorp, and the DC Water and Sewer Authority.