

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

The Leadership **Behavior**:

*Creates a shared vision for the achievement of goals;
highlighting benefits for employees and benefits for the
organization*

Can produce the following Workplace **Results**:

1. Greater willingness of employees to embrace goals
2. More instances where employees “consistently” deliver high levels of performance
3. More opportunities for the leader to work on high-profile projects
4. Greater willingness of employees to accept changes
5. More instances where employees are willing to “go the extra mile” for the leader or the organization
6. More instances where employees feel they are doing meaningful and valuable work
7. Increased willingness of employees to improve unsatisfactory performance or continue satisfactory performance

You get more effective leadership because your performance discussion is more meaningful. You explain the value of leadership from many perspectives-people, processes, practices, and projects.

You talk about ‘who’ leadership impacts, ‘what’ leadership impacts, and ‘why’ leadership is important.

This handbook contains many leadership 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 Leadership to Results:

STEP 1: Identify Leadership Behaviors

STEP 2: Identify Workplace Results

STEP 3: Link Leadership 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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