

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

The Problem Solving **Behavior**:

*Determines root cause of the problem*

Can produce the following **Results**:

1. Improved ability to develop solutions that have a long-term fix rather than a short-term fix
2. Improved ability to examine all aspects of the problem prior to trying to solve it
3. Improved ability to develop the 'best' solution
4. More realistic timeframes for determining how long it will take to solve problems
5. Greater buy-in from organizational stakeholders on suggestions, solutions, and ideas
6. Fewer roadblocks and setbacks when solutions are implemented

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

This handbook contains many problem solving 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 Problem Solving to Results:

**STEP 1:** Identify Problem Solving Behaviors

**STEP 2:** Identify Workplace Results

**STEP 3:** Link Problem Solving 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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