

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

The Teamwork **Behavior**:

Demonstrates flexibility when faced with changes to team goals, practices, or members

Can produce the following Workplace **Results**:

1. Increased productivity of the team
2. Reduced conflicts among team members
3. Faster resolution of team problems
4. Greater willingness among team members to make positive contributions
5. Opportunity for greater autonomy in performing team tasks
6. Improved ability of team members to meet deadlines

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

This handbook contains many teamwork 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 Teamwork to Results:

STEP 1: Identify Teamwork Behaviors

STEP 2: Identify Workplace Results

STEP 3: Link Teamwork 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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