

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

The telephone communication **Behavior:**

Has all necessary resources available to answer callers questions

Can produce the following **Results:**

1. Decreased time spent locating information needed to communicate with caller
2. Less time spent having to calm frustrated callers
3. Fewer complaints about poor service
4. Increased satisfaction of telephone customers
5. Increased positive feedback about telephone discussions
6. More recognition for ability to communicate effectively with telephone customers
7. Quicker response time in handling callers requests

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

This handbook contains many telephone communication 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 telephone communication to Results:

STEP 1: Identify Telephone Communication Behaviors

STEP 2: Identify Workplace Results

STEP 3: Link Telephone Communication 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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