

Introduction

During performance discussions, you want employees to embrace your idea of excellence. You may want some employees to make improvements in certain areas. For others, you may want to encourage continued positive performance.

Research shows that when you link performance to results, you get better performance. The everyday behaviors that employees exhibit represent the essence of overall performance. Employees must talk to people, complete reports, and do many more things.

To improve performance in these areas, you have to identify the behaviors you want changed or continued. Then you link those behaviors to results that are meaningful to employees and to the organization.

Meaningful results can include things like improved customer service, increased profits, or decreased error rates. Results can also include things like improved performance ratings, increased opportunities for advancement, or enhanced technical skills.

The more workplace results you can link to employee performance, the better. That's because employees want to know "what's in it for me" and "what's in it for the organization."

In this handbook, you receive results you can use in multiple areas. You also receive clear instructions on how to create the kind of meaningful links between behaviors and results that lead to better performance.

This handbook contains the foundational approach used in the topic-specific handbooks **like** *Linking Teamwork To Results*. The topic-specific handbooks contain "ready-made lists" of behaviors and results. The Linking Process handbook gives you a step-by-step process to "create customized lists" of behaviors and results.

This process includes the following four steps:

STEP 1: Identify Behaviors: First, you use a practical framework to clarify your expectations. Examples show you how to address positive performance as well as negative performance.

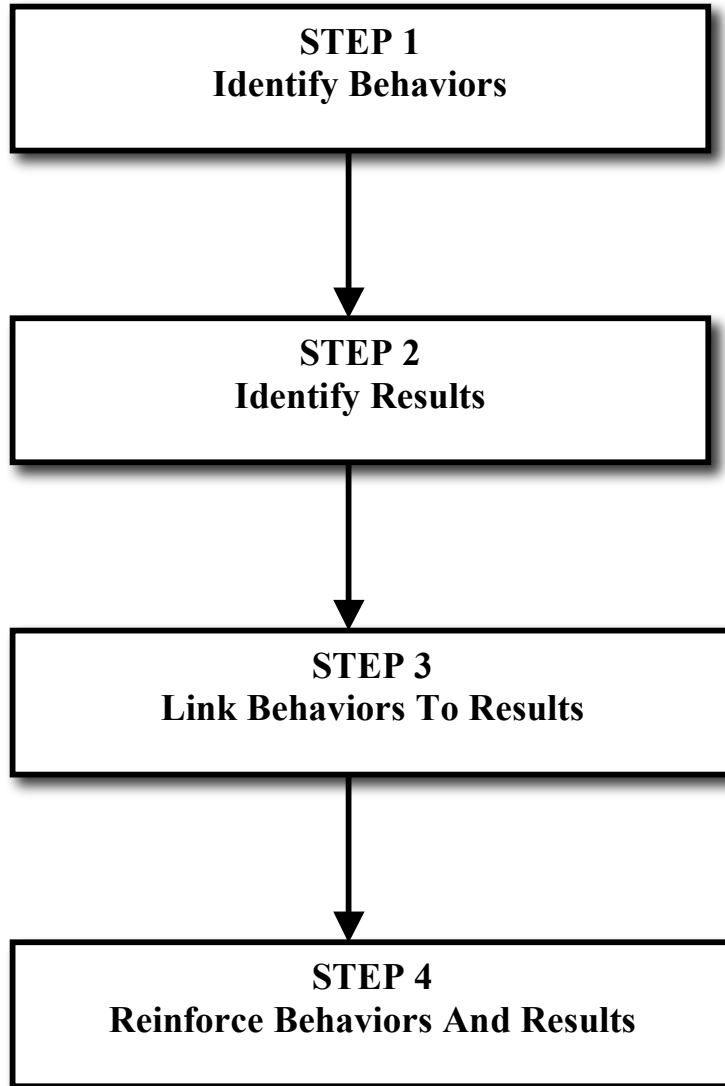
STEP 2: Identify Results: Second, you use a multifaceted approach to describe the impact of individual performance. Examples show you how to discuss performance outcomes from many perspectives-people, processes, practices, and projects.

STEP 3: Link Behaviors To Results: Third, you use a simple format to link behaviors to results. Examples show you how to link behaviors to things that are important to people and to the organization. Examples also show you how to conduct meaningful performance discussions.

STEP 4: Reinforce Behaviors And Results: Fourth, you use 40 reinforcement strategies to encourage continuous positive performance.

This process is depicted on the following page:

The Linking Process



This handbook is interactive, so use the **forms** to customize behaviors and results. Fill in the blanks while reading or reproduce them for later completion.

A comprehensive list of performance areas is included in this handbook. Use this list to identify the knowledge, skills, and abilities employees need to perform successfully.

Three lists of behaviors are also included. Use these behaviors start the linking process:

- 10 Behaviors That Lead To Satisfactory Customer Service
- 10 Behaviors That Lead To Effective Teamwork
- 10 Behaviors That Lead To Effective Interpersonal Communication

Use The Linking Process handbook to further customize or expand the ready-made behaviors and results contained in the topic-specific handbooks. Or use it as a stand-alone handbook to create customized behaviors and results.

All these materials can help you:

- Motivate people to improve unsatisfactory performance
- Motivate people to continue outstanding performance
- Motivate people to change negative performance
- 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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