

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

The Time Management **Behavior**:

Prioritizes various jobs and activities

Can produce the following **Results**:

1. More instances where all relevant tasks are completed
2. More instances where the most critical task is accomplished first
3. Increased individual or team productivity
4. Increased ability to meet deadlines
5. Faster completion of assignments
6. More efficient and effective use of available time
7. Improved ability to make critical decisions about daily, weekly, or monthly activities

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

This handbook contains many time management 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 time management to Results:

STEP 1: Identify Time Management Behaviors

STEP 2: Identify Workplace Results

STEP 3: Link Time Management 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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