

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

The Training **Behavior**:

Takes the "context" into consideration when designing training programs; considering the trainees, the management, the location, and the organization

Can produce the following Workplace **Results**:

1. More instances where employees can immediately use the information learned during the training back on the job
2. More instances where training participants gain the support needed to immediately apply the information learned during the training back on the job
3. Increased ability of training instructors to design a training program that fits the needs of employees
4. Increased ability of management to offer courses that fit the needs of employees
5. Fewer instances where the wrong training approaches were used to solve an employee performance problem
6. Increased ability of training instructors to design a high-quality training program

You get more effective training because your performance discussion is more meaningful. You explain the value of training from many perspectives-people, processes, practices, and projects.

You talk about ‘who’ training impacts, ‘what’ training impacts, and ‘why’ training is important.

This handbook contains many training 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 Training to Results:

STEP 1: Identify Training Behaviors

STEP 2: Identify Workplace Results

STEP 3: Link Training 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

Contents

Step 1: Identify Training Behaviors	6
29 Behaviors That Lead To Effective Training	8
Step 2: Identify Workplace Results	14
29 Results Of Effective Training	16
Step 3: Link Training Behaviors To Workplace Results	20
29 Training Behaviors Linked To 29 Workplace Results	22
Examples: Using The Linking Process To Discuss Performance	32
Examples: Using The Linking Process To Prepare Performance Improvement Plans (IDP) And Individual Development Plans (IDP)	37
Examples: Using The Linking Process To Reinforce Training Behaviors	45
12 Ways To Reinforce Training Behaviors	47
Other Tools For Linking Performance To Results	49