

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

The Workload Management **Behavior**:

Utilizes the latest available technology to complete tasks

Can produce the following **Results**:

1. Increased ability to complete tasks in a timely manner
2. More instances where the 'most critical' tasks are completed on time
3. More efficient use of time and resources
4. Fewer instances where other employees have to pitch in and help in order to meet deadlines
5. Reduced backlogs of uncompleted work
6. Faster delivery of products and services

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

This handbook contains many workload 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 employee development plans (IDP), and reinforce performance.

Below is the **3-Step** process for linking Workload Management Behaviors to Results:

STEP 1: Identify Workload Management Behaviors

STEP 2: Identify Workplace Results

STEP 3: Link Workload 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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