

## 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 skills like **writing** to specific results, you get better writing. This process is most effective when you link writing to 'multiple' results. For example:

The Writing **Skill**:

*Writes sentences clearly and concisely, without unnecessary wordiness*

Can produce the following Workplace **Results**:

1. Increased instances where readers understand the main point of the document
2. More instances where documents convey a positive "first impression"
3. Reduction in the amount of times documents have to be reviewed prior to forwarding to upper management
4. Increased ability of readers to identify relevant issues presented in documents
5. More instances where documents are thoroughly read by intended audience
6. Increased ability to meet deadlines for completing correctly formatted documents

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

This handbook contains many writing skills and many workplace results you can use to create 'multiple' links. All skills 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 Writing to Results:

**STEP 1:** Identify Writing Skills

**STEP 2:** Identify Workplace Results

**STEP 3:** Link Writing Skills 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 skills
- 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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