

# MentorTraining

Corporate computer and soft skills training  
*Serving the Bay Area since 1987*

## **Performance Feedback and Discussion**

### ***Performance Series***

#### **Description:**

Discussing performance problems takes courage and skill, and too many managers gloss over important issues or avoid difficult discussions altogether. This half-day course provides managers the guidelines and tools they'll need to confront performance issues before they reach "emergency" status. Managers will learn how to give helpful performance feedback, respond to defensiveness or resistance, and collaboratively create specific actions to remedy the situation.

**Course Length:** 3 to 4 hours (depending on customization)

**Course Audience:** Anyone in management, or those who have supervisory responsibilities (or soon will).

#### **Course Objectives:**

1. Participants will understand how to give objective performance reviews.
2. Participants will be able to write descriptive and legally supportable performance reviews.
3. Participants will write objectives that follow "Smart Goal" format.
4. Participants will understand typical steps of a performance review discussion.

#### **Course Outline:**

##### **The Dynamics of Performance Discussions**

What is an Effective Performance Discussion?

Triangulation, Discomfort and Responsibility

Having the End in Mind in Coaching, Counseling, or Discipline

##### **Starting the Discussion**

Easy Feedback Model

Language to Use and to Avoid

Changing Demands to Open-Ended Questions

Ten Hints for Giving Feedback

Bringing Up "Bad News"

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## **Dealing with Resistance**

Understanding the Roots of Defensiveness

How to Avoid Getting “Hooked”

The “D-J-A” and Other Reactions to Performance Discussions

“Emptying the Glass”—A Skill You’ll Use From Now On

Listening for Beliefs and Needs

## **Creating Accountability for Change**

Establishing Common Goals

Using the Magic of the Third Option

Matching Solutions to Real Needs

Collaborating on Specific, Measurable Changes

Follow-Up Discussions

Practice, Demonstrations, Critiques

## **Course Methodology:**

Facilitators use a variety of training methods for each workshop, including large group discussions, individual work and reflection, assessments, small group discussions and exercises, case studies and simulations for role-play. Videos that are applicable will form a part of some workshops.

Customization will be based on information provided by the human resource department or the individual department prior to the workshop. These will be interactive workshops with a 40/60 split between concept/theory and practical application of skills discussed. Class size should be kept under 25, so each participant will have the opportunity to gain techniques for the types of situations they deal with or expect to deal with.

## **About the Instructor:**

The instructor for this course has been a soft skills instructor and coach to Bay Area companies for 30 years. He is a master trainer, having delivered over 2000 training sessions and trained dozens of instructors in his career. He has authored a full series of managerial soft skills courses, and he specializes in communication and relationship topics.