

Performance Management Series Course Guide

Overview



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Proactive Performance Coaching

The PPC is a training method designed to teach leaders effective methods for creating behavioral changes on the part of employees. Emphasis is placed on creating a positive environment designed to encourage change without having to implement formal disciplinary steps. Procedurally correct methods for applying formal discipline are, however, addressed. Leaders' positions of authority are strengthened by their knowing how to make the right decisions concerning the management of their employees and how to establish a positive climate in doing so.

Participants learn to identify and overcome personal barriers to addressing unacceptable behavior and/or performance by their employees, as well as how to "reward" an employee verbally. The PPC model is applied as the participants learn the nine criteria necessary in order to effectively change behavior, the four basic types of human responses, and how to deal with each. Finally, each participant is given an assignment wherein they develop a scenario in which they must address an employee concerning performance or behavior. Emphasis is placed on using real situations that the participants have had to face, or plan to face in the future.

These scenarios are role-played, with the instructor taking on the role of the employee and the participant applying the PPC model. The role-play is done in front of the other participants who are asked to critique each session upon completion. Designed for no more than twelve participants, PPC uses and encourages one-on-one discussion with the instructor. Each participant has maximum opportunity to learn how to best achieve success with the model.

Proactive Performance Coaching Follow-Up

The PPCFU is part two of the PPC series. Whereas PPC focused on correcting behavior or performance that was unacceptable or in need of improvement, this course focuses on methods of providing recognition to employees for performance that is desirable.

Participants start with a review of PPC basics by discussing their experiences in applying the model with their employees. They identify what they see as weaknesses and strengths and ways that they could improve its application. Next, the discussion moves to the topic of reinforcing performance in the workplace. The Performance Recognition Model is introduced outlining the most effective steps for performance reinforcement. The importance of specific identification is emphasized here.

Participants are then given the assignment of developing a scenario in which they are to apply the recognition model in a role play. Individuals rotate in the positions of leader, employee, and observer. The observer is given the assignment of leading the discussion on the critique of the individual role plays. The group participates in the critique as well.

Problem Identification and Decision Making

The PIDDM is a training course structured to demonstrate the importance of teamwork in the group decision-making process. The decision-making process is explored in order to gain an understanding of how to capitalize on conflict rather than allowing it to become a source of disruption. Designed to emphasize the value in both individual and group problem assessments, participants are given the opportunity throughout the program to compare their interpretation of situations with those of others in the group.

Participants start by making individual assessments of case studies wherein they identify what they see as the root problem in each. Upon further discussion, the individual differing points of view are revealed. Participants are shown that different definitions of a problem will lead to very different expenditures of resources to solve the problem. Thus, the need for a well structured, commonly understood definition of the problem is demonstrated.

Participants then involve themselves in a series of "tests" in order to identify first, their personal decision-making style and, second, their individual biases and commonly used "rules of thumb", which often lead to poor judgment.

The focus is then drawn back to the group decision-making process with emphasis on the presence of conflicting views within groups, and the surprising danger that exists in its absence. Several approaches for group decision making are presented and explained and individuals are taught how to make the best use of conflict in order to attain the highest level of vigilance possible. Finally, the process of anticipatory regret is demonstrated as a method for assessing risk comfort levels.

Developing Effective Boardroom Decision Making

The DEBDM is a training program designed for sitting boards specifically focusing on improving communication both internally and between the board and senior management. It can be delivered to the board members only or jointly with the senior management staff. The emphasis on clear problem identification and mutual understanding of relevant issues makes it particularly useful as an initial step prior to the beginning of the strategic planning process.

Participants learn the steps leading to clear and effective problem identification as well as their own individual problem-solving profiles. Key elements of decision making, such as the impact of outcome probabilities and the management of constructive conflict, are discussed in detail. Specifically, the training is designed to:

- Highlight the importance of individual board member involvement and discussion on decisions of consequence while demonstrating mutual respect.
- Provide participants with a recognition of the value of conflict in the decision-making process, while differentiating between constructive and destructive conflict.
- Create an understanding and comfort level with the inherent element of risk in all decisions and apply discussion techniques to help manage the risk element.
- Provide the board and senior management a guide and format for clearly identifying and defining problems and/or issues of consequence requiring board decisions.
- Lay the groundwork for the development of specific and effective action plans by the senior staff in response to decisions made by the board.

Developing Ownership of the Organization

The DOO is a presentation/training program designed primarily for non-supervisory and/or hourly employees. The main theme of the program is focused on creating a positive environment designed to encourage individual initiative and commitment on the job. The program starts with a discussion on the elusive definition of "job security" wherein, participants are encouraged to express their views on issues such as the need for individual skill development, the effect of competitive markets, and commitment to total organizational performance as a way of establishing stability in their jobs. Individuals in the session actually participate in demonstrating the need for organizations to continually enhance performance standards and improve individual performance among employees at all levels. The notion of increasing the "application of mental skills" is introduced as a way to demonstrate various initiative levels employees can take while working in their jobs. In the second hour of the presentation, this concept is further demonstrated through the use of a role play involving several members of the audience. Participants are taught the most effective methods to identify options and recommend solutions to accomplish work-related tasks.

For organizations that are using the Proactive Performance Coaching model, the DOO is a perfect employee counterpart program. With an emphasis on creating an environment wherein employees develop a true sense of "pride of ownership" in their job and assigned responsibilities, the DOO makes a clear connection between what individual performance means to a company's survival and the overall success of the total organization.

PPC Group Forum

A PPC Group Forum is a special session of the PPC designed for both group and individual discussions with a PPC instructor. These sessions are for individuals who have gone through the first two blocks of the PPC training and serves as the annual maintenance component.

The PPC Group Forums are designed to provide an annual update of new material and a refresher on the application of the PPC training material to those individuals that have had the PPC training and is designed to reinforce to the use of the PPC coaching models. The forum setting is very relaxed and allows for questions about specific uses of the PPC coaching models including clarification on specific organizational policy issues which might have an impact on the application of the PPC coaching models.

This method of augmenting the original classroom instruction places a great deal of emphasis on individual discussion and has proven successful particularly in clarifying the use of material presented in the PPC training. The group sessions are normally three hours in length. Each group session is preceded by an instructor reviewing the specific needs and areas of emphasis that will benefit the client most. Instructors are always receptive and welcome information from the participants concerning ways to help those individuals perform their jobs more efficiently and effectively.

The Individual PPC Forums are structured to allow individual participants, who otherwise might not ask questions or discuss specific employee performance problems in a classroom setting in front of others, to have additional instruction or help in understanding how to most effectively apply the PPC techniques. All individual forum discussions are confidential and are intended to augment the training received in the classroom. Participants may discuss as many issues as necessary in order to get the full value of the PPC techniques as applied in their own individual work setting. New leaders particularly find the individual forum setting less threatening and greatly beneficial. The individual sessions are about an hour to an hour and a half in length and are arranged on a sign-up basis with the instructor.

Transitioning Into Management

Transitioning into Management is a presentation/training seminar for new or prospective leaders. It is designed to prepare individuals for the job of supervision and to explain the basic expectations which an organization may have of individuals in supervisory positions. Emphasis is placed on creating a realistic preview of what changes may be expected on the part of the selected individuals and on depicting the basic skills necessary for effective supervision of others. Participants are encouraged to ask questions concerning any aspect of supervision and much of the time in the seminar is spent discussing what the new role will mean for each individual who either has recently been made a leader or who is being considered for selection into a leadership position.

Specific presentations are made on establishing good supervisory work habits such as developing initiative, setting effective work standards, conducting effective performance appraisals, and generally managing human resources. Also time management and proper delegation and follow-up are discussed along with the concept of managing versus doing. Discussions on organizational policy and work procedures are also presented as well as the legal responsibilities of the new supervisor, including equal employment and the creation of a discrimination-free workplace.

Finally, through a series of self-discovery instruments, participants are given a chance to see themselves as others see them and to address the notion of personality and individual make-up. Individuals learn something about their own strengths and weaknesses in dealing with others and are given tips on altering personal behavior in order to become more effective as a leader. Results are confidential and intended for the use of the participants. Managers find this seminar provides participants with a real look at what it means to become a supervisor and is very helpful in identifying individuals who truly have a desire to take on more responsibility within the organization.



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