



Performance Breakthroughs: How to Remove Barriers that Block Employee Performance

Discussion Guide



How to Use This Discussion Guide

This training program can be used in two ways:

1. As a **standalone desktop training program** used by individuals at their desk.
2. As a **group training program** with a team experiencing it together in a room.

If you are using the program AS INDIVIDUAL DESKTOP TRAINING:

- Insert the CD-ROM and the program will launch after a few seconds.
- When you come to a **STOP** slide:
 1. Stop the presentation **by pressing the onscreen 'Play/Pause' button** and refer to the appropriate page in this Discussion Guide.
 2. Take a moment and think about the question, then jot down some notes – often just a few key words or short phrases are enough to capture your thoughts.
 3. If you would like to write more extensive notes, that's fine, too.
 4. Continue the program **by pressing the onscreen 'Play/Pause' button again.**
- Remember to respond to the post-program questions at the end of this Guide.
- You may want to use a headset or earphones to listen to the audio.

If you are using the program AS A GROUP TRAINING SESSION:

- Gather everyone in a room with a PC, projector, and external speakers.
- When you come to a **STOP** slide:
 1. Stop the presentation **by pressing the onscreen 'Play/Pause' button** and refer to the appropriate page in this Discussion Guide.
 2. A designated discussion leader should read each question aloud.
 3. Group members can discuss their responses together, or take turns sharing their responses individually with the group.
 4. Use a variety of methods to keep the training session interactive, including working in pairs, or in small groups of 3 or 4 people, and then coming back together as a large group to share observations.
 5. Continue the program **by pressing the onscreen 'Play/Pause' button again.**
- Remember to discuss the post-program questions at the end of this Guide.



AFTER SLIDE 6:

Questions: What's your reaction to Glenn's notion that a high performer will keep performing well and a low performer will keep performing poorly until acted on by some outside force?

What would be an example of an "outside" force that would cause a performer to underperform?

What would be an example of an "outside" force that would cause a low performer to improve?

Please provide one example of each of these situations from your own personal experience as an employee or as a manager:



AFTER SLIDE 14:

Questions: Do you personally believe more in McGregor's Theory X or Theory Y?

How is this reflected in the ways you manage your team or in the ways that you yourself like to be managed?

What's your reaction to Glenn's idea that hard work is a "learned behavior"? If that's true, how can you start "teaching" this behavior to others you work with?

Please share an example of a time when you dealt with:

An unmotivated employee:

A de-motivated employee:



AFTER SLIDE 22:

Questions: Why do you think it's important to find out how employees see *their own* performance?

What would you do if your assessment of an employee's performance was *significantly different* from their self-assessment?

What challenges and obstacles do you see in your own organization for holding people accountable?

How could you address or overcome those challenges and obstacles and start doing a better job of holding people accountable?



AFTER SLIDE 31:

Questions: Can you identify some common traits of ‘reliable and trustworthy’ managers?
What do they do and how do they do it? What do they say and how do they say it?

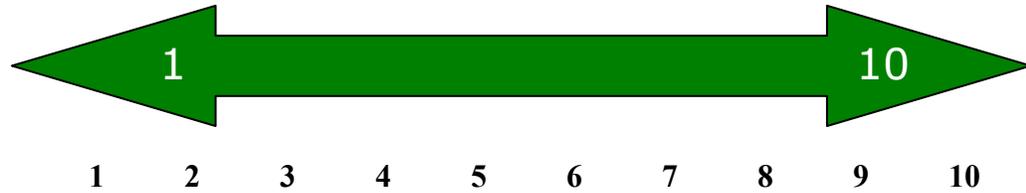
What’s your reaction to ‘People buy into you before they buy into your mission’?

What has been your own experience with managers who ‘walk the talk’ and consistently follow through?

What’s their effect on the performance of the people around them?

(Continue onto next page...)

On a scale of 1-10, rate yourself on your own management style
(1 is very **hands-off** and 10 is very **heavy-handed**):



Have you ever been over-managed? What was the impact on your performance?

Have you ever been under-managed? What was the impact on your performance?

What are some real-world challenges to “managing according to each employee’s style?”

What would be your first step toward enhancing performance on your team by “managing according to each employee’s style?”



AFTER SLIDE 39:

Questions: What would be an example of a “battle” you could afford to NOT fight?

Failure to praise appropriately is one of the most widespread management weaknesses that cause performers to underperform. Can you think of a time in the past week when you had the opportunity to praise someone – but didn’t?

What are the dangers of waiting until there’s a problem to communicate?

If being willing to praise and deep listening are two key management traits that enhance performance, what are some others?



AFTER SLIDE 46:

Questions: Do you think your company pay structure is a motivator or de-motivator?

Considering the factors that are within your control, how could you start to fix (or at least counter-balance) some of the flaws in your compensation system?

Have you seen the “Peter Principle” in action at some point in your career? What was the situation and what was its impact on performance?

If it’s true that “Success means you *used to* know what worked,” how can you better plan for your future success in enhancing the performance of your team?



AFTER SLIDE 52:

Questions: Have you ever worked with a lame duck employee? What was their performance like? Which of Glenn’s strategies might you try next time to boost their performance?

What are some examples of people in your organization trying to “cherry-pick” the tasks involved in their jobs?

What examples are there in your group of people who may be underperforming because of their desire to stay in their comfort zone?

What strategies could you use to encourage those folks to take some chances and grow professionally by taking on a new challenge, task, or responsibility?



AFTER SLIDE 58:

Questions: Jot down some quick reactions and thoughts on the following ideas:

People's performance improves when they know they're being paid attention to:

People underestimate their own abilities:

Managers need to push employees beyond 'normal' performance:

Increased manager expectations lead to increased employee performance:

What you measure is what you get:

Our society has become too filled with 'false recognition':

It's important to articulate clear standards of performance:

Use this space to list some performance non-negotiables you'd like to establish:



AFTER SLIDE 68:

Questions: Have you ever been accused of being a perfectionist? If so, what was the situation? If not, have you ever accused someone else of perfectionism? Why?

What's your definition of "good enough" work? Have you communicated this to others you work with?

How are workaholics treated in your organization? Does this help or hurt everyone else's performance?

Are you a multi-tasker? How will you try out serial single-tasking?



AFTER THE END OF THE PROGRAM:

Questions: Please discuss your overall reaction to all Glenn's causes for underperformance and his ideas to address each after having experienced this program:

What questions do you have for **your manager** about how to implement some of these performance management changes in your organization?

Q1: _____

Q2: _____

Q3: _____

What additional information do you need before sitting down with one of your direct reports for an effective performance conversation using Glenn's tools?

What *specific* action steps will you take as a result of this training?
