



Painless

PERFORMANCE EVALUATIONS

A Practical Approach to Managing
Day-to-Day Employee Performance



Facilitator
Guide

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Management Education
Group, Inc.

Before We Begin

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For additional information about the facilitator guide, the accompanying training materials, and the *Painless Performance Evaluations* book, contact the Management Education Group, Inc. at 480-705-9394. Additional information can also be found online at **www.ManagementEducationGroup.com**.



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A Message from the Author

Dear Facilitator,

Performance evaluations can be one of the most powerful tools your organization uses to influence individual performance and organizational culture. The process of performance management directs employee efforts towards the most important priorities and allows managers to engage employees in a very personal and meaningful way.

Unfortunately, many organizations have not embraced the full potential of performance management and supervisors and managers have learned to sidestep the task of managing performance. Dreaded and sometimes avoided, performance appraisals are only as meaningful as the supervisor makes them. The Painless Performance Evaluations Training System provides you with the resources to support the development of your organization's supervisors and managers. As a result, they will be able to positively influence employee performance and organizational culture.

As a facilitator of the Painless Performance Evaluations workshop, you will guide your organization's supervisors and managers with an approach to performance evaluation that has proven to build a collaborative culture. By leading this workshop, you will have the opportunity to build confidence, shift perspectives, and develop sound practices that will contribute to building a performance-driven work environment.

After presenting this workshop hundreds of times, I believe we've captured the most critical concepts and most impactful exercises and discussion questions. You will likely have other creative methods for conveying the principles in each module in a way that reflects your organization's practices and policies. After you've played with this material a bit, please let me know about your experiences. You can always email me at Mgreen@ManagementEducationGroup.com.

I wish you the very best as you use these tools to implement Painless Performance Evaluations in your organization.

Best wishes,

A handwritten signature in brown ink that reads "Marnie E. Green". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

Marnie E. Green, CSP, IPMA-CP

Author, *Painless Performance Evaluations: A Practical Approach to Managing Day-to-Day Employee Performance*

Facilitator Preparation

Use the facilitator preparation section to ready yourself to effectively deliver the course materials.

Using the Facilitator Guide

Delivery Options

The delivery recommendation for this course is an instructor-led training workshop conducted face-to-face with participants. The course materials are broken into eight modules, each module one hour in length. Select the modules you wish to facilitate based on your group's needs. Modules can be facilitated consecutively or independent of one another, allowing you to create a training experience that is appropriate for the time available.

Facilitating all eight modules presented will allow participants to review content from all ten chapters of the book: *Painless Performance Evaluations: A Practical Approach to Managing Day-to-Day Employee Performance*. Use the table below to review each module chapter reference and learning objectives.

Chapter References	Learning Objectives
Module 1: Using the Painless Performance Management Cycle	
Chapter 1: <i>Introduction to Performance Management</i>	<input checked="" type="checkbox"/> Discuss the importance of effective employee performance management and the consequences of ineffective employee performance management.
Chapter 2: <i>Navigating the Performance Management Process</i>	<input checked="" type="checkbox"/> Explain the roles that supervisors, employees, reviewers, and the human resources department play in managing employee performance. <input checked="" type="checkbox"/> Apply the Painless Performance Management cycle to the daily job of a manager.
Module 2: Clarifying Performance Expectations through Goal Setting	
Chapter 3: <i>Clarifying Performance Expectations and Setting Goals</i>	<input checked="" type="checkbox"/> Convey clear performance expectations. <input checked="" type="checkbox"/> Use the SMART model to write clear and measurable performance goals. <input checked="" type="checkbox"/> Identify the four uses of performance goals.
Module 3: Leading Day-to-Day Conversations about Performance	
Chapter 6: <i>Identifying and Addressing Performance Issues</i>	<input checked="" type="checkbox"/> Identify the employee's behavior, avoiding attitudes and assumptions. <input checked="" type="checkbox"/> Follow the Painless Performance Conversations model to confidently and positively impact performance.

Chapter References

Learning Objectives

Module 4: Documenting Performance Fairly and Legally

Chapter 4: *Documenting Performance Fairly and Legally*

- Prepare and maintain complete and detailed documentation about each employee's performance.
- Use tools that integrate documentation activities into your day-to-day work.
- Recognize documentation that is not appropriate or complete.

Module 5: Rating Employee Performance

Chapter 7: *Rating Performance Objectively and Legally*

- Differentiate performance using various rating categories.
- Effectively express how rating categories are applied to performance.

Module 6: Writing the Performance Evaluation Document

Chapter 8: *Writing the Performance Evaluation Document*

- Write performance evaluation comments that are specific and action-oriented.
- Describe poor performance in a productive and encouraging way.

Module 7: Conducting the Evaluation Meeting

Chapter 9: *Conducting the Evaluation Meeting*

- Recognize the elements of a Painless Performance Evaluation meeting.
- Identify effective questions to ask during the performance evaluation meeting.
- Use the Painless Performance Evaluation meeting model.

Module 8: Integrating Performance Management into Your Daily Routine

Chapter 5: *Making Performance Management a Priority*

- List and prioritize the performance management activities to be incorporated into the daily routine.

Chapter 10: *Encouraging Employees to Participate in the Performance Management Process*

- Involve employees in the management of their own performance.

Trainer Suggestions

Beginner Trainers and Facilitators

As much as possible, we have described and scripted the content for you, meaning that you have the exact words to say during the workshop. If you wish, you can present the scripted segments word for word. You can also change the scripted segments to your own words once you are comfortable with the content and the language of the program.

Experienced Trainers and Facilitators

Use this guide as a suggested workshop plan. Replace the scripted segments with your own words, stories, and illustrations. Please make sure you are covering the important concepts. Once you are familiar with the material, change it as you see fit.

Virtual Trainers and Facilitators

Most of the activities in this guide are adaptable to any distance learning training program. With minor modifications, the activities can fit most technical formats; for example, with web-based programs, participants can do activities via chat or break-out rooms, depending on platform capability.

Course Timing

The time estimates are printed for each workshop step, activity, and segment. The time required to facilitate each segment varies with the group size and your experience. Be aware of the suggested timeline and change it according to your assessment of your learner's needs. You may also wish to add in breaks to accommodate audience needs.

