

What Managers Hate Doing the Most...!

A Serious Business Issue

Most managers we've observed avoid giving negative performance feedback like the plague. How many times have you seen a team leader fail to give appropriate feedback in the face of poor performance?

We've seen it all too many times. In fact, here's an example of a situation seen recently. . . we'll change the names to protect the guilty.

Jane was an employee in a major manufacturing plant. Jane and her supervisor Ellen had worked together for five years. Ellen began to notice a slippage in Jane's productivity. But Ellen hesitated to discuss the reasons for the slippage with Jane.

Jane was having problems understanding a new procedure that had been implemented, and it was impacting her performance, although Jane thought she was doing fine. Three months went by and Jane's productivity continued to suffer.

What was going on here? Ellen was avoiding the discussion, and nothing was getting solved. Ellen's hesitation was only partially about that uncomfortable feeling one gets when talking about poor performance. In addition, Ellen did not have a clear process to follow in providing the feedback that Jane needed, so Ellen felt the contemplated conversation would be a personal attack on Jane. Ellen did not know how to stay objective and handle the situation effectively, so she hesitated.

That hesitation did not give Jane a chance to explore her difficulty with the new procedure, this situation led to months of low productivity for Jane and the group. In the end, Ellen was forced to take disciplinary action with Jane rather than the "corrective action" she would have been able to take earlier. In the end it worked out except that along the way productivity went down and both Jane's and Ellen's reputations were dented. But at least now, it was a win all the way around.

Do stories like this happen in your organization?

Some Perspectives

Performance feedback has three basic benefits:

1. Structured regular updates on how well individuals are performing to standards. It's an opportunity to both address potential concerns and praise excellent performance.
2. Ongoing performance feedback leads to more accurate team member self-perceptions, clears up misunderstandings, and gives the team member a chance to ask questions.

3. Ongoing performance feedback provides an information base for later management decisions on human resource issues such as pay, promotions, transfers, assignments, or termination.

Think about your organization. Here are **two questions you need to ask**:

1. How accurate and timely is the performance feedback?
2. Does it advance the goals of the organization?

With the proper skills, your team leaders will be able to provide performance feedback in a timely and quality manner. This professional environment will increase the number of positively motivated employees who create momentum and productivity in your organization.

Providing Performance Feedback - a four-hour skill-building classroom workshop - will help your managers effectively learn skills such as identifying what maintains or improves performance in your organization and how to effectively provide performance feedback. Managers will learn skills that will make performance feedback a job function that they don't dread.

In addition to the classroom version, a two-hour online course is available. You also have the option of combining eLearning and the traditional classroom experience for the blended approach. [Experience an online course yourself – this is the Essential Skills of Communication](#)

Learn more about this solution or the complete leadership development curriculum, from one of our favorite publishers, Vital Learning. The [Supervision Series: Leadership Essentials](#) and the [Supervision Series: Leadership PLUS](#), provide a complete range of the skills any manager needs to master for real effectiveness.

Also available in Classroom, Online, or Blended delivery options, this curriculum includes such essential topics as the following:

- Developing Performance Goals and Standards – identifying performance standards that are specific, measurable, attainable, results oriented, and time- framed in the S.M.A.R.T. approach
- Disciplining - understanding how to discipline others to eliminate problem behavior
- Complaints - being able to effectively manage complaints
- Coaching - knowing how to productively coach job skills
- Conflict - understanding how to successfully resolve conflict
- Project Management - being able to run projects, both on-time and on-budget
- And more...

To learn more about Providing Performance Feedback we invite you to take part in a 60 minute live FREE Web-seminar, **Providing Performance Feedback** [Learn more and to register.](#)

"If I accept you as you are, I will make you worse; however, if I treat you as though you are what you are capable of becoming, I help you become that." ~**Johann Wolfgang von Goethe, German poet (1749-1832)**

[Supervision Series: Leadership Essentials](#)

[Supervision Series: Leadership PLUS](#)

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These 12 independent courses - **The Leadership Essentials** - are ideal education for new managers, team leaders, pre-management development candidates or as a refresher for incumbent managers.

The **Supervision Series - Leadership PLUS**, goes beyond the fundamentals. [View those courses here.](#)

Each module is also a stand-alone course, so you have options:

- Take the course online
- Facilitate the course in the classroom
- Conduct a blended learning session

This may be the most flexible and customizable developmental series on the market.

1. Teach in the classroom - get the knowledge, skill points AND the reinforcement practice - the complete KSA (knowledge, skills, abilities) package
2. Take the online course - get the concepts, skill points AND a practice situation - most of the KSA (knowledge, skills, abilities) package
3. Use the blended learning approach - take the online course, use an abbreviated classroom session to reinforce the learning - the complete KSA (knowledge, skills, abilities) package

Vital Learning Corp. - publisher of this series - has been at the forefront of leader/manager training for over 20 years. Millions of people have benefited from this training. Vital Learning's training is effective because participants see the new skills, practice the new skills, and most importantly, transfer the new skills to their work and apply them to their job.

All modules include pre-test, post-tests and skill practices. Each can also be customized to reflect your specific business or industry. New videos in all new modules represent today's workplace environments and scenarios. Prepare your team leaders today to deal with the challenges of tomorrow with the Supervision Series.

The Leadership Essentials

Review each course in the Supervision Series - Leadership Essentials: click on the title below... or [view all 12 courses on one page](#)

[Essential Skills of Leadership](#)

[Essential Skills of Communication](#)

[Coaching Job Skills](#)

[Improving Work Habits](#)

<u>Delegating</u>	<u>Supporting Change</u>
<u>Effective Discipline</u>	<u>Resolving Conflict</u>
<u>Communicating Up</u>	<u>Managing Complaints</u>
<u>Providing Performance Feedback</u>	<u>Developing Performance Goals and Standards</u>

Explore the content and format of the online edition of these courses - we invite you to a free 15 day preview of the online course [Essential Skills of Communicating](#)

The Online Version of the Courses Supervision Series - Leadership Essentials

The courses above are also available online for your training needs. The online course is 1.5 – 2.0 hours in length.

To reinforce the learning from the online course, it is recommended that you also use the Participant Workbook - it serves as a companion to the class. Though not required, the workbook provides the learner with more information, references for future use and a handy troubleshooting guide for this skill. Designed for use with the classroom version of this course, the participant workbook does not correspond directly to the online course - it supplements it - students tell us they most value the Troubleshooting Guides and additional resource listings. The Participant Workbook is a valuable resource for practice of the skills, for reinforcement and is highly recommended.

The online course and workbook together may be purchased for a special "blended learning" rate.

Course Materials

Administrator Kits

- Complete instructions on how to conduct the workshop
- Explanatory text for the trainer, sample trainer narrative, transcripts of video segments and facilitation notes
- Facilitator Resource CD-Rom containing PowerPoint presentation, additional resources, and reproducible pages from the facilitator guide as well as entire participant workbook

Participant Workbooks

- Exercises, forms, skill practice aids, and a video synopsis
- Job Aids section with tools and resources for applying the skills learned in the workshop
- Memory Jogger Card providing a handy reminder of the workshop's skill points

Video (or DVD)

- Introduction followed by a scenario displaying positive use of the three skill points discussed in the program
- Video segments focusing on modeling positive behaviors for skill practices
- Scenarios in both office and industrial settings

Delivery options:

- Workshop 4.0 hours per module
- Online Training 1.5 - 2.0 hours per course
- Use as a Blended Learning session

Order all 12 Leadership Essentials Supervision Series
Administrator Kits [here](#)

[Order Administrator Kit](#)

Order all 12 Leadership Essentials Supervision Series Participant Workbooks here

[Order Participant Workbook](#)

Special Note:

The [Supervision Series](#) continues to expand, building the base of skills an effective manager requires; additions to the series are [Supervision Series - Leadership Plus](#) courses:

[Hiring Winning Talent](#)

[Leading Successful Projects](#)

[Motivating Team Members](#)

[Solving Workplace Problems](#)

The Supervision Series courses are products of Vital Learning Corp, Omaha, NE

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