People who bought this book, also bought

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Session Outline

- Managers own the performance gap
- Monkey Management Rules
- Levels of performance solutions.
- Consulting vs. Selling
- Real world examples.

Resources

To be sent to you:
- “Updating the Behavior Engineering Model”
- “Situational Leadership and Performance Coaching”

On my website:
Five other articles: www.aboutiwp.com
Performance Gap

Where we are:
Present Level of Performance

Where We'd Like to Be:
Desired Level of Performance

Where we are:
Present Level of Performance
Performance Gap

Where we are:
Present Level of Performance

Where We'd Like to Be:
Desired Level of Performance

Performance Gap

Reasonable Goal

Where we are:
Present Level of Performance
Driving and Restraining Forces

Where we are:
Present Level of Performance.

Where we’d like to be:
Desired Level of performance.

Performance Gap
Reasonable Goal

Restraining Forces
Driving Forces

Monkey Management

Who Owns the monkey:

By asking for a training solution, managers are trying to take the monkey off their backs and place it on yours.

And if the monkey dies (performance did not improve with your training solution), it’s now your fault.

You do not control the work environment; managers do
Let’s discuss the steps that you go through as you consult with a new client.

How do you begin the process?

What happens next?

Performance Consulting

Prepare
Assess
Diagnose
Prescribe
Partner
Reinforce
Follow-up
Performance Consultant Guide

Assessment of Client’s Readiness

Prepare
Low Direction
Low Support

1. Research organization, industry and problem.
2. Identify measures of success/effectiveness.
3. Set meeting goals; develop an agenda.

Assess
Low Direction
High Support

1. Build rapport, trust and personal power.
2. Probe gently with open-ended questions.
3. Actively listen; identify key issues.

Performance Consultant Guide

Performance Consultant Guide

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Assessment of Client’s Readiness

**Prepare**
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3. Set meeting goals; develop an agenda.

**Assess**
Low Direction
High Support
1. Build rapport, trust and personal power.
2. Probe gently with open-ended questions.
3. Actively listen; identify key issues.

**Diagnose**
High Direction
High Support
1. Focus discussion with direct questions.
2. Identify preconceived performance assumptions.
3. Identify causes for the performance shortfall.

**Prescribe**
High Direction
Low Support
1. Summarize what you have learned.
2. Present needed actions and desired results.
3. Inform, describe, instruct and direct.

Intervention Style Matched to Client’s Readiness

Neither Informed Nor Committed

High Direction
Low Support
### Performance Consultant Guide

#### Assessment of Client’s Readiness

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<td>1. Design and develop change strategy.</td>
<td>1. Actively listen; ensure mutual understanding.</td>
<td>1. Summarize what you have learned.</td>
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<td>2. Follow through on all commitments.</td>
<td>2. Reinforce decision to move forward.</td>
<td>2. Present needed actions and desired results.</td>
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<td>3. Observe, monitor and track performance.</td>
<td>3. Encourage, motivate, support and empower.</td>
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### Notes

- **Informed and Committed:**
  - Low Direction, Low Support
  - Reinforce Low Direction, High Support
  - Follow-up Low Direction, Low Support

- **Informed, Committed but Apprehensive:**
  - Low Direction, Low Support
  - Reinforce Low Direction, High Support
  - Follow-up Low Direction, Low Support

- **Somewhat Informed & Somewhat Committed:**
  - High Direction, Low Support
  - Reinforce High Direction, High Support
  - Follow-up High Direction, Low Support

- **Neither Informed Nor Committed:**
  - High Direction, Low Support
  - Reinforce High Direction, High Support
  - Follow-up High Direction, Low Support
Leading with Questions

**Assessment of Client’s Readiness**

**Prepare**
- Low Direction
  - Assess
  - Diagnose
  - Assess
  - Diagnose

**Assess**
- Low Direction
  - Assess
  - Diagnose

**Diagnose**
- High Direction
  - Assess
  - Diagnose

**Situation**
- Open-ended questions to gather facts and background information

**Performance Gap**
- Direct questions to identify the present and desired levels of performance.

**Cause Analysis**
- Direct questions to identify the causes of the performance.

**Consultative Selling**

**Assessment of Client’s Readiness**

**Prepare**
- Low Direction
  - Assess
  - Diagnose

**Assess**
- High Direction

**Diagnose**
- Low Direction

**Reinforce**
- Low Direction

**Prescribe**
- High Direction

**Follow-up**
- Low Direction

**Intervention Style Matched to Client’s Readiness**

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Consultative Selling

**Situation Questions**
- gather facts and background information

**Problem Questions**
- identify problems and difficulties

**Implication Questions**
- explore customer problems and effects

**Need-Payoff Questions**
- gain customer's perception of benefits and difficulties

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**Assessment of Client's Readiness**

**Prepare**
- Low Direction: 1. Know your products services, and their uses. 2. Research customer whenever possible. 3. Set goals for the sales call.
- High Direction: 1. Build rapport and evaluate personality. 2. Probe: ask relevant open-ended questions. 3. Actively listen to identify needs.

**Assess**
- Low Direction: 1. Qualify the prospect; clarify buying process. 2. Ask direct questions; Identify needs / issues. 3. Select selling style for prospect's readiness.
- High Direction: 1. Build rapport and evaluate personality. 2. Probe: ask relevant open-ended questions. 3. Actively listen to identify needs.

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**CPT Ethics Question**

- What if a client wants a training solution and you see the need for a more comprehensive performance intervention?
CPT Ethics Question

- What if a client wants a training solution and you see the need for a more comprehensive performance intervention?
- Proposal with three levels:
  - A. Training alone (pros/cons/cost)
  - B. Training plus some environmental changes to support training
  - C. Full blown performance intervention

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