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Deciding to Take the Road; Pet Peeve Formula; Creating a Clone or a Valued Contributor; Conversation Checkpoints; From the Field; Next Up; Chapter 3 Form Clear Expectations: Making Your List; Clear Expectations; Sources of Expectations; Determining Your Personal Expectations; Creating Your List; Collaborating with Employees on Your List; Setting Expectations When You Are in a Temporary Assignment; When Expectations Change; Conversation Checkpoints From the FieldNext Up; Chapter 4 Share Your Expectations: Conveying a Picture of Success; Opportunities to Talk about Expectations; Tips for Making the Most of Expectation-Setting Opportunities; The Sound of an Informal Expectation-Setting Opportunity; Leading a Formal Conversation about Performance Expectations; The Sound of a Formal Expectation-Setting Conversation; Keeping the Conversation Going; Conversation Checkpoints; From the Field; Next Up; Chapter 5 Lead with Behavior: Separating Actions from Attitudes; Behavior versus Attitude; Naming Attitudes and Behaviors; Evidence of Behavior What You Observe versus What You AssumeFocusing on Attitude Can Lead to Discrimination; Conversation Checkpoints; From the Field; Next Up; Chapter 6 Eliminate Judgment: Focusing on Performance Evidence; It's Up to You; Judgment versus Evidence; Focus on the Gap; What Creates Performance Gaps?; Closing the Gaps; Giving Better Feedback; Conversation Checkpoints; From the Field; Next Up; Chapter 7 Inquire with Purpose: Using Curiosity to Expand Possibilities; Making Space in the Conversation; Respond in Question Marks; Ask, Ask, Ask; What to Ask; The Power of Questions; Five Whys Tell Me about ItGuidelines for Powerful Questions; Putting It All Together; Conversation Checkpoints; From the Field; Next Up; Chapter 8 Be Clear: Creating a Culture of Ownership; Moving Beyond Accountability; An Alternative to Accountability; An Alternative Approach: Ownership; Establishing a Culture of Ownership; Tips for Engaging Employees' Hearts and Minds; Creating the Hook; Delegating Back; Conversation Checkpoints; From the Field; Chapter 9 Show Confidence: Conducting the Conversation; Location, Location, Location; A Development State of Mind Three Essential Elements of a Painless Performance Conversation

Sommario/riassunto

Actionable communication and management strategies for tackling difficult workplace discussions Delivering the uncomfortable news that an employee is not stacking up can be stressful, and managers often have difficulties finding the right words to get their message across. Painless Performance Conversations presents actionable and practical communication and management strategies for any manager looking to effectively influence employee performance. Learn how to focus these conversations for maximum impact on performance, crystallize expectations for what success looks like, and engage employ

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