Overview:

Transform the leaders' new understanding of a performance dialogue and enable them to make a difference to the individual & the organization through the conversation.

Productivity is directly related to the effectiveness of communication that happens in the workplace. Transactional Analysis was founded by Eric Berne and has wide applications in organizational and personal development, encompassing communications, management, personality, relationships and behavior. It helps to enrich your dealings with people and your understanding of yourself.

As a manager it is essential to improve employee performance on a continuous basis and the best way to do this is through coaching and mentoring. This training equips the manager with the necessary skills to be an effective coach and mentor.

Objective:

This training focuses on three core areas of communication:

- Improving your understanding of your transactions with people
- Providing you alternate ways of conducting your transactions with people
- Increasing the effectiveness of your transactions with people

Outcomes:

- "This is an integral part of my work."
- "I have the ability to make a difference through this conversation."
- "I am collaborating with you in your performance."
- "There something in it for me."
- "I will feel less anxious about giving honest performance feedback."
- Understanding the difference between coaching and mentoring
- Learning how to coach and mentor
- Recognizing when to act as a coach and when to act as a mentor
- Learning ways to motivate employees
- Using the ways in which coaching and mentoring can help in their career growth
- Realizing their current skills as a coach and mentor

Workshop Outline:

Introduction:
- Setting the Intention
    - o Encourage the group to get in touch with their personal experience regarding Performance Dialogues
        - What are some of the challenges around Performance Dialogues that keep you awake at night
        - Think of some of your bad experiences (either as a manager or employee) with Performance Dialogues and describe what made the experience 'bad'
        - Think of some of your good experiences (either as a manager or employee) with Performance Dialogues and describe what made the experience 'good'
    - o From the discussion develop:
        - Some challenges
        - Some skills
        - Some elements

Preparation:
- Knowing your team member
- SWOT Analysis

Skills of Dialogue using the Ladder of Influence:

1. Enquiry – Question

    - o Developing effective probing skills
        - Asking the right questions
        - Paraphrasing
        - Summarizing

2. Advocacy – Tell

    - Structuring communication:
        - o Having a clear objective
        - o Highlighting critical points

- o Being clear and concise
- o Understanding the audience
- o Rapport building
- o Delivering feedback:
  - Input
  - Practice
  - Feedback

3. Reflective listening [managing emotions] – Listen

- Listening
  - o Active Listening
  - o Reflective Listening
  - o Empathy

Giving Impactful feedback:

- Differentiate between observation & judgment
- Anxieties of giving feedback
- Being emotionally intelligent
- Bringing all relevant issues into the discussion
- Setting up for success going forward
- The importance of giving and receiving regular feedback
  - o Structure of effective feedback
  - o Building on strengths
  - o Understanding and working with areas of improvement
- Situational feedback
  - o Identifying developmental level of team member
  - o Matching feedback style to development level
  - o Understanding the kind of feedback that is required for task behavior and relationship behavior
- Motivation & feedback
- Giving feedback for 'skill' issues and 'will' issues
- Removal of Biases while appraising when conducting performance dialogue
- Building a culture of continuous feedback

Transactional Analysis:

The Basics of TA in Communication

- To help you communicate effectively through an enhanced understanding of yourself, others and relationships.
    - o Transactional Analysis:
        - What is it?
        - How will it help me?

Concept of Transactional Analysis

- To enable participants to differentiate and relate to the various ego states.
    - o Ego States: Before, During and After
        - Parent
        - Child
        - Adult

Dominance of Ego states

- To educate participants as to the reasons and factors involving dominance of certain ego states.
    - o Transaction Route Factors
        - Relationships
        - Recognition
        - Self Image

Situational Leadership Skills:

- Diagnosis—The First Skill of a Situational Leader
    - o Define Development Level as a Measure of a Person's Competence and Commitment on a Specific Goal or Task
    - o Identify the Characteristics and Needs of Others
    - o Develop Skills in Successfully Diagnosing Development Level

- Flexibility—The Second Skill of a Situational Leader
    - o Identify Directive and Supportive Behaviors

- o Describe the Four Leadership Styles: Directing, Coaching, Supporting, and Delegating
- o Learn What a Leader Does in All Four Styles
- o Be Able to Start a Conversation in Each of the Four Styles
- o Describe Differences between the Four Leadership Styles
- o Learn How Flexible You Are and Which of the Four Styles You Are Most Comfortable Using
- o Identify the Skills You Need in Order to Adapt Your Leadership Style from One Situation to Another

- The Match
  - o Match Leadership Style to Development Level
  - o Learn How Effective You Are in Diagnosing Development Level and Choosing the Appropriate Leadership Style
  - o Practice Diagnosing Development Level and Using the Four Leadership Styles

Coaching and Mentoring:

The Coaching & Mentoring section will cover the following topics:
- Coaching and its importance
- Difference between Coaching & Mentoring
- Phases of Coaching
  - o Preparation
  - o Negotiation
  - o Enabling
  - o Feedback
  - o Dealing with Obstacles
  - o Follow Up

Action Planning and Follow-up:

- Jointly constructing action plans for improvement
- Gaining agreement
- Setting timelines for follow-ups

Training Hours:

The duration of the training program will be 16 hours.

Training Methodology:

Our training is carried out in a risk free environment which encourages trainees to practice the skills that are taught. We use a number of training methods including simulations, video recording with feedback and group exercises to enhance the learning process.

- PowerPoint Presentation
- Role Plays
- Games and Group Activities

Resources Required:

- Momentum Training Solutions will conduct the training
- Maximum number of participants to a class will be 15
- The training will be conducted at a venue organized by client
- The following will be provided by client:
    - o Handouts will be printed/photocopied
    - o The LCD projector
    - o Audio speakers