



Giving Performance-Related Feedback

Breakthrough Training Using The PAF Technique

The PAF Technique (Performance Analysis and Feedback) is a simple 3-step process for giving feedback that is intuitive and easy to learn. PAF is a significant improvement over the feedback models that traditional training courses rely on because, as many managers have discovered, these models work well enough in theory but tend to fail miserably in practice.

This 2-day workshop is perfect for you if:

- You tend to avoid bringing up poor performance or other difficult behavioural problems with employees or team members because you are worried about what might happen if you do.
- You feel nervous or uncomfortable when you do discuss performance-related problems and then you end up frustrated because the discussion rarely goes the way you expect, or it is unsuccessful in achieving the results you want, or it sometimes even makes the situation worse.
- You have taken courses in “performance management” or “giving feedback” before but they haven’t really helped you to do this difficult task in a more effective or confident way.
- You want to know **EXACTLY** how to say what you want to say and to have confidence that the words will work in your real situations.
- You like training that focuses on application and practice in order to build skills.

You will benefit if:

You are a manager or an individual contributor because PAF feedback is applicable to any situation where performance-related communication is necessary. This means that you can use PAF to give feedback to employees, peers, team members, your own manager, unsuccessful job applicants, even your kids!

During the workshop you will learn:

1. How to take what you “know” in your head about someone’s performance and confirm that your perception is correct.
2. How to create the words necessary to communicate even the most difficult information to *correct performance* or to give *constructive advice* in a way that ensures the recipient will:
 - **Understand** what you are saying.
 - **Accept** your viewpoint as being valid.
 - Know exactly what to do to make the necessary changes and be **motivated** to make them.
 - Feel that your relationship is **maintained** or **strengthened** when the discussion is over.

For example, PAF shows you how to successfully validate and communicate subjective and sensitive stuff like: “He is politically naïve and it is negatively affecting his career” or “She won’t get the promotion because she is not cut out

3. How to use PAF feedback to reinforce good performance.
4. How to give PAF feedback in a variety of different contexts – from informal coaching chats to formal employee performance appraisals and development discussions.
5. Why PAF feedback is key to improving the performance, motivation and engagement levels of 90+ percent of your employees.

At the end of the workshop you will have:

- A complete feedback “sound-bite” for the real situation you brought to the classroom.
- A business-card sized JOB-AID in case you need a reminder of the steps to create PAF feedback.
- A free one-on-one telephone coaching session with an expert PAF instructor who will answer any questions you may have or help you to deal with a feedback situation when you are back on-the-job.

Typical participant feedback

“This is the first feedback tool I feel good about, as I know what to do, and have a simple formula to follow. I have tried it successfully 3 times since our training Sept 20th, and am thrilled with the results. I believe this technique is vital to effective performance management, and enables one to easily prepare for potentially difficult communications, and make them positive”

*Joan Beyett, RD, Manager of Nutrition Services
The John M Parrott Centre, Napanee, Ontario.*

2-Day PAF Workshop

Workshop Components and Overview

Components

In order to ensure that participants not only understand PAF but can apply it on the job, the training includes:

- **An exercise that compares/contrasts participants' intuitive and traditional approaches to giving feedback with PAF feedback for the same situation**
This dramatic demonstration convinces participants that PAF overcomes the root cause of the pitfalls associated with other approaches and that it will work when they are not up to the challenge. This upfront proof provides the motivation for them to want to learn the technique.
- **An explanation of the root cause of the pitfalls**
Participants understand not only that the difficulty they face in giving feedback is shared by about 90 percent of all managers, but that it is not their "fault". The pitfalls are actually a consequence of the way everyone processes the information that forms the basis of their conclusions about performance.
- **LOTS of examples combined with hands-on exercises to learn the technique**
Participants learn how to create PAF feedback primarily through the use of examples and exercises that are based on many different types of real situations. They then practice delivering the words in role-play situations. Participants learn how to use PAF to give **Reinforcing** feedback to reinforce good performance, **Corrective** feedback to correct the performance of direct reports, and **Constructive** feedback to give "corrective" advice to non-reports.
- **To know when to use PAF (and when not to)**
Participants learn when **feedback** is an effective method to employ to achieve desired performance goals and when it is better to use something else. In the case of corrective feedback, they learn where the line between feedback and discipline falls. In addition, participants come away with the knowledge that PAF is not designed to replace what already works for them, but rather it is another tool they can employ in any formal or informal context when they don't know how best to proceed, or when other approaches have proved futile.
- **To apply it successfully to their own real-life application through coaching and practice**
Because participants apply PAF to their own situations they see up to 16 different applications where PAF creates the actual words necessary for a successful feedback session. The role-plays allow them to practice delivering that feedback in preparation for when they return to the job and have to give it to the employee or peer in question. In other words, they can clearly see how it will sound in real situations.
- **A clear description about what it is for participants to apply PAF on the job.**
This includes an explanation of the link between performance-related communication and employee engagement/motivation from the viewpoint of the participant as a manager and an employee. It shows them how they can directly affect and improve employee performance and productivity.
- **Job-Aid**
Participants use the small business-card sized job-aid to remind them of the 3 simple steps to follow in order to create PAF feedback. While they also receive "take-home" material, the only thing most participants need to refer to back on the job, if they need anything at all, is this job-aid.
- **Just-in-time performance support**
Once participants return to the job, expert coaching by telephone and/or email from Performance Feedback facilitators is available to them in order to provide support and individualized help. This support is part of the workshop and is **free** for 30 days to ensure that participants have internalized the PAF process and cemented their skills so that they can experience success the FIRST time that they apply it.

Overview

Day 1: 8.30 – 4.30

Section 1: Introduction

8.30	Welcome <ul style="list-style-type: none">• Introduction• Course objective• Workshop content
	Participant Introduction and Objectives <ul style="list-style-type: none">• Icebreaker• Personal objectives
	Important Information <ul style="list-style-type: none">• Course material (in-class workbook, take-home material, job-aid)• Terminology (reinforcing/corrective/constructive feedback)

Section 2: Setting a Baseline (Compare/Contrast Feedback Approaches)

9.00	Participants' Current Approaches to Giving Feedback <ul style="list-style-type: none">• Exercise #1: Case study of “difficult” situation• Preparation (groups)• Role-plays• Debrief – Evaluation of feedback effectiveness• Summary of reasons for difficulty/pitfalls• Explanation of the root cause of the problem• Conclusion: Why traditional approaches fall short
	Comparison with the PAF Technique <ul style="list-style-type: none">• Demo: PAF feedback for same situation• Overview: How and why PAF works for the tough stuff



10.15 Coffee


Section 3: PAF Reinforcing Feedback

10.30	How to create PAF reinforcing feedback <ul style="list-style-type: none">• Components (job-aid)• Exercise #2: Illustrative example (case)• Exercise #3: Walk-through example (case)• Exercise #4: Practice application (case)
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12.15 Lunch

Section 4: PAF Corrective Feedback

1.15	How to create PAF corrective Feedback <ul style="list-style-type: none">• Components (job-aid)• Exercise #5: Illustrative example (case)• Exercise #6: Walk-through example (case)
	 Coffee <ul style="list-style-type: none">• Exercise #7: Practice application (case)• Exercise #8: Practice application (case)

Section 5: PAF Constructive Feedback

3.30	<p>How to modify PAF corrective feedback to give constructive advice to people who do NOT report to you.</p> <ul style="list-style-type: none"> • Exercise #9: Practice application (case)
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Section 6a: Applying PAF in a Corrective/Constructive Real Situation



4.00	<p>Guidelines</p> <ul style="list-style-type: none"> • When to use feedback to correct performance and when to use other methods such as EAP programs or discipline to change behaviour. • How to determine where the line between feedback and discipline falls.
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Section 6b: Applying PAF - Homework Assignment

4.30	<p>Your Real-Life Application</p> <ul style="list-style-type: none"> • Decide which real situation you will choose and mentally review it. • Read the 16 corrective/constructive examples in Take-Home Material to review how PAF works in different situations with different types of issues. • Think about how you would create feedback but do not do the work.
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Day 2: 8.30 – 4.30

Section 6c: Applying PAF – Practice

8.30	<p>Create PAF Feedback for your Real-Life Application</p> <ul style="list-style-type: none"> • Review situation with classmates/facilitators • Exercise #10: Prepare feedback for real case • Peer/facilitator review (make changes if necessary)
10.00	 Coffee
10.15	<ul style="list-style-type: none"> • Conduct role-plays with feedback
12.15	 Lunch
1.15	<ul style="list-style-type: none"> • Conduct role-plays with feedback



3.00 Coffee

Section 7: The Bigger Picture – The Link Between PAF Feedback and Employee Motivation and Engagement

3.15	<p>Presentation/Discussion</p> <ul style="list-style-type: none"> • Psychology of motivation and engagement – a manager’s perspective. • How and why PAF feedback is a key component for 90+ of employees. • What is in it for you to use PAF with your employees.
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Section 8: End

4.15	Summary
	Details for accessing free follow-up coaching
	Completion of evaluation forms