



## Explore New Pathways

### Emotionally Intelligent Performance Discussions & Talent Management Workshop

Charles J. Wolfe Associates, LLC (CJWA)

Learn the innovations that CJWA have discovered that have helped organizations maximize their return on their training and development dollars. Learn why skill development and planning at the conclusion of the appraisal process will never work. Discover an alternative that is not based on a review of the past, but instead creates meaningful dialog about competencies needed to accomplish present and future work. When an employee and leader discuss performance needed to accomplish tactical and strategic goals, rather than simply reviewing the past, the entire emotional tone becomes much more positive and the resulting discussion more effective. The workshop also teaches methods to identify when talented individuals need more challenges and opportunities for growth and what to do about it. This highly interactive workshop will help you enhance performance and manage talent throughout your organization. Tom Peters has written about these innovations in his journal, "On Achieving Excellence."

CJWA approach to emotional intelligence training is based on scientific research at Yale University and over thirty years of practical experience.

In theory, discussions of performance should: have no surprises; be based on facts; be relevant to what needs to be accomplished; and offer to both a manager and a direct report a valuable and valued opportunity to discuss performance. The reality is often something quite different.

In this workshop participants will learn how to:

- Identify, understand and manage your own and others' emotions during performance conversations.
- Set the right emotional tone at the beginning, in the middle and at the end of the discussion.
- Minimize defensiveness by lowering emotional resistance.
- Leverage emotions to gain commitment to follow through.
- Get agreement on the current year's objectives, goals and strategies and the competencies necessary to achieve them.
- Objectively identify high potential and highly talented personnel.
- Recognize and build on each person's strengths and agree on important competencies needing development.

## Explore New Pathways (continued)

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- Accept weaknesses that can not be developed and create appropriate compensating strategies when necessary.
- Develop plans that are specific, measurable, achievable, results oriented, and time bounded.

Following this interactive workshop there will be the option of holding a number of real time performance discussions with leaders and managers to immediately apply what is learned to discussions about performance. The workshop leader and assistant will help facilitate these discussions.

#### Features and Benefits of the Workshop

Features	Benefits
1. Personalized, present & future oriented development plans.	1. Meets organizational and individual needs by generating highly relevant training plans.
2. Generates clear expectations regarding roles & responsibilities.	2. Prioritizes performance improvement actions based on achieving business goals.
3. Provides structure for reaching agreement on strengths and development needs.	3. Creates employee empowerment by having employees take responsibility for their own development.
4. Identifies areas of needed performance improvement.	4. Focuses on current business & individual performance plans first and later on career development.
5. Identifies strengths that are currently under utilized.	5. Improves planning for performance, career development, succession, staff forecasting, compensation and appraisal.
6. Provides a tool for tracking training and development plans.	
7. Provides linkage to all other human resource systems.	
8. Helps identify and retain talented individuals.	