
Vancouver



INTERNATIONAL
SOCIETY FOR
PERFORMANCE
IMPROVEMENT

Fall 2002

Spectrum

Nine Tips For Motivating Employees

By Ivy Sea Online, Leadership and Communications Center

How do you motivate employees -- justifiably cynical, skeptical employees -- who have been merged, acquired, downsized and right-sized?

When you're done reading this information, shut off your monitor and actually put these techniques to work -- that's how you'll motivate employees:

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1. **Give employees the information they need to do a good job.**

- Talk about the overall goals and mission of the business, the work that needs to be done by particular teams, the specific activities each team member should concentrate on, and why this information is important in the first place.

2. **Provide regular feedback.**

- Employees need to know how they're performing.
- Be specific, and use real-life examples whenever possible.
- Don't wait for an annual review that might come too late. Engage in regular performance and goal discussions with each employee.

3. **Involve employees in decisions that affect their jobs.**

- Ask what information a person feels he or she needs to do his or her job at the highest potential.
- Ensure non-managerial employee representation in planning or special initiatives.
- Create a safe haven for constructive truth-telling and information-sharing. Allow people to express concerns.
- Conduct periodic surveys, considering a third-party interviewer and confidential responses.

4. **Establish easy-to-use channels of communication.**

- Give individuals the opportunity to voice their questions and concerns.
- Create hotlines, suggestion boxes, surveys, small-group forums and question-and-answer sessions.

5. **Learn from employees what it is that motivates them.**

- Ask individuals what specifically motivates them.
- Customize rewards for a job well-done.
- Demonstrate your respect for employees by responding to signals they put out about how they want to be treated.

6. **Hold morale-building meetings that celebrate employee success.**

- Publicly and sincerely recognize employees for good work.

- Let employees know on a timely basis that they are doing a good job.

- Be specific in your praise, and provide examples.

7. **Be honest about the company's commitment regarding long-term employment.**

- If it's a commitment honored by your organization, indicate to employees that though they are responsible for their own job security, the company will do all it can to facilitate long-term employment so long as the match is beneficial.
- If your organization doesn't honor "no layoffs" approaches, don't promise security. A key reason for record-level cynicism and decreased loyalty is backlash to broken promises--actual or perceived--regarding long-term employment.

8. **Tell the truth and skip the jargon.**

- Pretty straight-forward: don't make promises you can't keep.
- Don't try to put a pretty spin on difficult news; people see right through it.
- Don't fill time with vapid or meaningless words like "we're going to delight our customers with world class service." What does that mean?
- Use language to connect with people and encourage great performance, not just to fill air-space.

9. **Foster a sense of community.**

- Creating teams is one way to create camaraderie, but companies should also raise awareness of how employees can recognize each other's work.

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- Communicate team or community norms and expectations. Common ground holds a community together; make sure your common ground is healthy.

This information provides food for thought rather than counsel specifically designed to meet the needs of your organization or situation. Please use it mindfully. The most effective communication plan should be tailored to your unique needs, so don't hesitate to get individualized assistance from a communication expert.

Ivy Sea, Inc. is a "small size, big impact" firm based in San Francisco, California. They help entrepreneurs and leaders in organizations of all sizes define, communicate and make practical progress towards their visions of conscious enterprise, positive transformation, mindful change, and inspired livelihood

http://www.ivysea.com/pages/ct0198_1.html



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Staying Healthy On The Road

by Wayne C. Parker

Many consultants and other business professionals spend a lot of time on the road, or in the air. If you consistently have a surplus of frequent flier miles, or if your family knows you best by the back of your head, then there is some good news: you can stay healthy on business trips.

Certainly, temptations abound on business trips to sacrifice your healthy lifestyle. Sometimes, it is the local cuisine. Sometimes it is endless lunch and dinner meetings with clients. And often, the temptation after a long day to sink to the hotel bed and watch television seems overpowering. The following tips for staying healthy while on the road for business come from seasoned "road-warriors" I interviewed. See if some of these ideas will help you keep your self in your prime, even when you are traveling.

1. Drink lots of water. This was the most often quoted recommendation by far from my road-warrior panel. Many complained about feeling dehydrated on planes. Most often recommended was bottled water—using a product with a label, and thus some responsibility of the bottler, gives some sense of quality and purity that may be uncertain in water from a tap.

2. Pack your own snacks. Relying on airplane food or airport snack counters is a poor idea for a health conscious traveler. Our experts recommend bringing your own low fat and healthier snacks like fresh vegetables, fruit, crackers and peanut butter, and bread sticks.

3. Stick to your schedule. If you are an early riser at home, get up early while you are on the road. If you combine the challenges of road work with a dramatic change in schedule, you will likely drag yourself around and find your energy levels at new lows.

4. Avoid alcohol. Many business travelers tend to drink more alcohol on the road than they typically would at home. Practice saying "no" to alcohol. It is becoming more and more acceptable and even fashionable to drink bottled water or fruit juices at a reception. Don't be afraid to ask.

5. Walk. Where possible, walk between appointments; take some time to sightsee on foot. Try using the stairs at your hotel instead of the elevator. Walking can be an excellent form of exercise, and the fresh air in many cities will do you good.

Performance Review Analysis Worksheet

From 99 Seconds Online @ www.ispi.org

Kathleen S. Whiteside, Partner
Performance International
www.performanceinternational.com

6. Workout. Most hotels catering to business travelers will have either an in-house fitness facility or one nearby that will offer free or discounted services. Bring some workout clothes with you and plan to use them. As an alternative, one of our panelists recommended bringing a jump rope with you in your suitcase, or put some hand-weights in your carry-on. Another panelist carried his running clothes and shoes in his carry-on luggage so he could run at the airport on layovers or when flights were delayed. One more recommendation: find a workout partner among your colleagues and workout with him or her. The companionship will help motivate you and you are more likely to keep a commitment to someone else than to yourself.

7. Eat Sensibly. Seems to be a logical suggestion, but one that is often ignored by travelers. If you do eat on the plane, order a low fat meal or fruit plate ahead of time. Try eating only breakfast and lunch, with a piece of fresh fruit or a light salad for dinner. Many restaurant menus now use a little icon to indicate heart-healthy or low-fat options. A couple of our panelists indicated that they have a cardinal rule about desserts on the road—never eat them! And avoid caffeine; it will tend to give you a short term energy boost that you will pay for later.

By following a few simple rules, you can make that business trip a positive, healthy experience and avoid coming back with extra inches or pounds. The key is using self discipline, planning for success, and following your plan.

As a professional keynote speaker, workshop/seminar facilitator and organizational consultant, Wayne Parker has worked with hundreds of individuals and organizations to grow, change and succeed. Wayne's background includes 20 years of experience in training, administration and management. He has trained hundreds of people in the areas of sexual harassment prevention, time management, life/work balance issues and customer service. He is also recognized for his experience and skills in the areas of leading change, vision development, leadership development, strategic planning and goal setting, human resource development and team building.
www.waynecparker.com

Introduction:

Do you want to be fair? Do you want to be systematic in approaching performance reviews? If so, you need a performance model to follow. The Language of Work model can be easily adapted to performance reviews. This job aid gives you the tasks you need to perform in order to evaluate an employee's performance fairly and systematically. Employees can complete the same tasks themselves to prepare for their boss's review. Regardless of the form used to record the Performance Evaluation, the following 6 elements of personal performance need to be addressed. See our web site for more details on the Language of Work and for other performance management applications.

Regarding the Outputs (Deliverables)

- Identify the outputs produced over a given time frame. Describe how well they were produced. These are reports, plans, decisions, recommendations as well as tangible products (customers reached, code written, systems installed, etc.)
- Identify and review both successes and needs for improvement.

Explaining the Consequences (Impact or Results)

- Assess how well the consequences of the job were met (i.e. the work was supposed

to achieve something (cost savings, customer satisfaction, etc.) Did it?

- Identify those done well and those in need of improvement

Describing the Process

- For any output and/or consequence problems, review process steps that may be causing the problem--missing, poor quality, timing, etc. issues.
- Reengineer the steps to improve them, if appropriate. Plan coaching if needed. Identify process innovations, problems solved, models provided to others.
- Describe problems, innovations and changes to be made.

Regarding the Inputs(Resources and Triggers)

- Identify any failures, problems, or weaknesses due to failure to identify "client need" as an input.
- Identify any failures, problems or weaknesses attributable to resources not available or inputs ignored.
- Acknowledge excellent use of inputs.

Regarding the Conditions (Rules, Guidelines)

- Identify conditions that inhibited performance, if any
- Identify conditions that may be altered temporarily to improve performance.
- Note compliance with difficult conditions (e.g. Budget).

Identifying the Sources of Feedback

- Identify where feedback was not provided or not asked for.

- Identify negative feedback and its effect.
- Review the link between the worker and his/her customers, peers and bosses.

Using this six-element approach gives you a way to look at an employee's performance in a systematic way, based on a performance model. Discussions can be factual, and tend to be much less emotional than other methods we have tested. Employees want to know what their bosses think, but they want those thoughts to be useful in making changes. This approach helps both parties to focus on the work, not the characteristics or attributes the person does (or does not) bring to the job. It can create a win-win situation for everyone.

HAVE YOU MOVED????

We don't want to loose touch with you so if you have moved, please ensure that our VP of Membership has your new address.

Email: Margy.Hayden@icbc.com

Just for Smiles

A sales rep, an administration clerk and the manager are walking to lunch when they find an antique oil lamp. They rub it and a Genie comes out in a puff of smoke.

The Genie says, "I usually only grant three wishes, so I'll give each of you just one."

"Me first! Me first!" says the admin clerk. "I want to be in the Bahamas, driving a speedboat, without a care in the world."
Poof! She's gone.

In astonishment, "Me next! Me next!" says the sales rep. "I want to be in Hawaii, relaxing on the beach with my personal masseuse, an endless supply of pina coladas and the love of my life."
Poof! He's gone.

"OK, you're up," the Genie says to the manager. The manager says, "I want those two back in the office after lunch."

Moral of the story: always let your boss have the first say.

Computer users are divided into three types: novice, intermediate and expert.

Novice Users - People who are afraid that simply pressing a key might break their computer.

Intermediate Users - People who don't know how to fix their computer after they've just pressed a key that broke it.

Expert Users - People who break other people's computers



Join ISPI Today!

ISPI Vancouver offers a host of benefits to its members:

- Monthly meetings (ten per year) either at the beginning of the day (8:00 - 10:30 am) or in the evening (6:00 - 8:30 pm) with refreshments provided
- Special professional development events (at additional cost)
 - A membership directory
- A newsletter four times per year, with information about our chapter, upcoming events, articles, and book reviews from local and international ISPI members
- Fantastic networking opportunities.
- Opportunities to assist our executive in any of four areas: Services; Publications; Programs; and Special Events.

All this for only \$75.00 per year!
<http://www.ispi-van.org/>

Predicting Project Performance

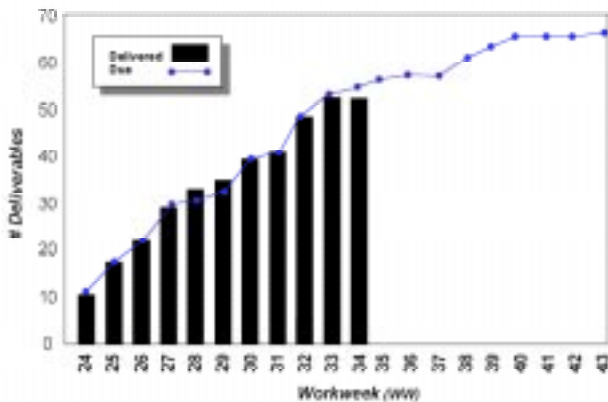
By **Timm J. Esque**
www.EsqueConsulting.com

Tom Gilbert said "Past performance is the only predictor of future performance".

To predict future project performance we need to look at past project performance. Unfortunately, most project performance falls short of defined goals. Original schedules and budgets are rarely achieved and quality is traded off as the pressure mounts. This is so commonplace that many experienced project participants don't expect to meet their goals anymore, and they also don't expect to really be held accountable to those goals.

I have found the PAC (Performance Against Commitment) Chart to be a simple tool for re-establishing accountability on project teams. It is designed to tell the team, in a glance, if they are doing what they said they would do. Teams that use this tool often become very reliable in their performance. But even those that don't can predict in advance if they are slipping against the goals, rather than announcing at the last minute that they are not going to make it.

The PAC Chart



The blue line represents the cumulative number of deliverables committed (tasks scheduled to be

finished) up through a given workweek. The black bars represent the cumulative number of deliverables actually delivered up through that workweek. In this real example, the team has delivered 48 of 50 scheduled deliverables throughout the first 10 weeks of the project. They have met 96% of their commitments. It would be safe to say that this team will either meet or come very close to meeting their schedule.

To improve the effectiveness of the PAC Chart, I recommend replacing the project Gantt chart with a project deliverables matrix. The deliverables matrix specifies who commits to deliver what to whom and when. It also has a column to verify that the Owner and User's for each deliverable have discussed quality requirements for that deliverable.

Notice that the deliverables matrix does not track scheduled vs. actual performance. That would be conceding at the beginning that we expect to slip the schedule.

Example Partial Deliverables Matrix for an Instructional Design Project.

Deliverables	Owner	User(s)	Quality Req's	Commit Date	Done?
Project Plan	Jake	Debra, Lee, Bill, Jenifer	Y	WW10	
Performance Measures	Debra	Bill, Jenifer	Y	WW13	
Rev. 0 Trng Obj.	Debra	Bill, Jenifer	Y	WW13	
Current Capability Report	Lee	Jake	Y	WW15	
Rev. 0 Content Outline	Bill	Jenifer	N	WW17	
Rev. 1 Trng Obj.	Jenifer	Bill	Y	WW17	
Media Proposal	Bill	Jake, Debra, Lee, Jenifer	N	WW 17	

Do not confuse the "commit dates" on the deliverables matrix with task estimates or stretch goals. These are the dates that the owner has committed (promised) to deliver a quality deliverable to the Users. When team members are allowed to make commitments and then agree to hold each other accountable to them, deliverables will be produced on time, or the Owner will provide substantial early warning. This is how we behave when we make promises outside of work, and this is how high performing teams behave with each other.

References

Esque, Timm J. (1999) *No Surprises Project Management: A Proven Early Warning system for Staying on Track*. Mill Valley, CA: ACT Publishing.

Gilbert, Thomas F. (1996) *Human Competence: Engineering Worthy Performance*. Washington D. C. : ISPI and HRD Press.

With courage you will dare to take risks, have the strength to be compassionate, and the wisdom to be humble. Courage is the foundation of integrity."

Keshavan Nair

The worst bankrupt in the world is the man who has lost his enthusiasm. Let a man lose everything else in the world but his enthusiasm and he will come through again to success."

H. W. Arnold



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About Spectrum

Vancouver Spectrum is the quarterly newsletter of the Vancouver, Canada, chapter of the International Society for Performance Improvement (ISPI).

Editor: Julie Spink, julie.spink@telus.com

Editorial Policies: Other publications may reprint articles, provided the Vancouver chapter of ISPI and the author are acknowledged and minimum 2 copies of the reprint are sent to the Editor.

Submission of articles or other newsworthy material related to ISPI Vancouver or the field of HPT are WELCOMED. Submissions must include permission of the copyright owner for publication on the chapter web page. The Spectrum Editor reserves the right to include and make editorial changes to contributed materials. Please forward submissions as electronic copy in ASCII text or MS Word (PC) format.

Send submissions to the editor by email, or on diskette via post to: Julie Spink, TELUS, 3777 Kingsway, Burnaby BC, V5H 3Z7
Tel: 604.432-2855, Fax: 604.431-9151

Newsworthy Notes!

Conference & Training Planner

Society for Technical Communication 2002 Region 7 Conference

November 7 - 9, 2002 (Vancouver, BC)
www.stcwestcoast.ca/04_news/index.asp

International Trainers & Facilitators Conference

November 15 and 16, 2002 (Vancouver, BC)
www.trainersconference.com

International Trainers & Facilitators Conference - Thiago Workshop

November 17 and 18, 2002 (Vancouver, BC)
www.trainersconference.com

HPT Institute: Making the Transition to Performance Improvement

January 15-17, 2003 (San Francisco, CA)
www.ispi.org/

HPT Institute: Principles and Practices of Performance Improvement

January 20-22, 2003 (San Francisco, CA)
www.ispi.org/

ISPI International Conference

April 13-17, 2003 (Boston, Massachusetts)
www.ispi.org/

Meeting Venues

If you have meeting space at your work location for 30-50 people and would like to host an ISPI chapter meeting, our VP of Programs Vali Marling would love to hear from you. Please drop her a line at vmarling@shaw.ca

A word from the Chapter President



Dear Members:

ISPI Vancouver is an exciting, important and interesting organization that is comprised of people interested in improving human performance in the workplace. Members of our chapter include almost every kind of business, including industry, government and education. Our members work as consultants, managers and employees in companies large and small and are dedicated to improving performance in the workplace.

The Vancouver chapter of ISPI promotes the practice of Human Performance Technology and our membership has a strong commitment to sharing information and knowledge. The benefits of membership are both tangible, such as monthly meetings and a year-long subscription to Spectrum and intangible such as the opportunity to network with people who believe in the same things that you do.

The strength of a chapter is based in its membership. To those of you who have renewed your membership already – thank you. To those who have not yet filled in a form and mailed a cheque, I encourage you to do so.

A strong chapter needs your support to continue to promote the practice of Human Performance Technology. If you have any questions regarding the chapter or the benefits of membership, please call any member of the Executive Team!

Lori Smith
ISPI – Vancouver President



The Bookshelf

How to Measure Employee Performance

By Jack Zigon

Here's a self-paced training manual and job aid that explains, demonstrates and teaches you how measure employee performance. You'll learn how to identify the value-added results of a job and then define more objective performance standards for each result. Each step in the process is explained in detail with examples from dozens of industries. It even covers techniques for developing performance standards for the hard-to-measure, qualitative aspects of employee performance. Concrete step-by-step instructions, examples from 40 different positions, worksheets, job aids and exercises are all also included in this guide.

Effective Performance Management

by Sheila J. Costello

A manager's guide to planning department and employee objectives, appraising progress, establishing priorities, and ensuring that employees understand their roles in the organization's overall mission. Features tips for coaching workers to improved performance levels.

Presentation Skills For Managers

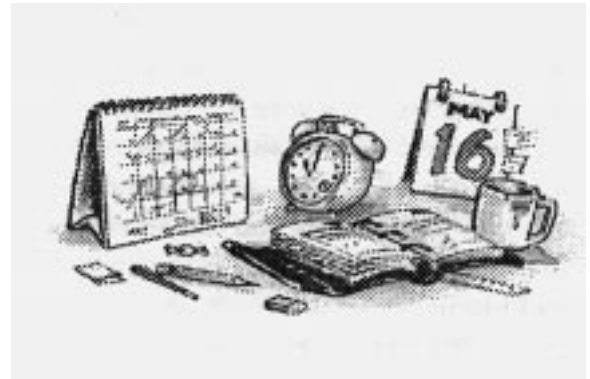
by Jennifer Rotondo, Mike, Jr. Rotondo

All managers, whether brand-new to their positions or well established in the corporate hierarchy, can use a little brushing-up now and then. The skills-based Briefcase Books Series is filled with ideas and strategies to help managers become more capable, efficient, effective, and valuable to their corporations.

The ability to give a great presentation can be a tremendous career booster, while the opposite can keep a manager on a dead-end path. *Presentation Skills for Managers* is a practical, advice-filled book on how to create and make compelling and persuasive presentations. Besides reviewing material on preparing and delivering effective presentations, it includes new special coverage of the development and use of Powerpoint slides, something not found in most books on presentations.

ISPI Vancouver

ISPI - Vancouver is a Chartered chapter of ISPI International. The Chapter's membership is comprised largely of professionals working in the field of Human Resource Development and Training. The Chapter and its members are committed to improving human performance by advancing the art and science of human performance technology and/or instructional technology.



Chapter Aims

As a chapter, we:

- provide professional development opportunities
- act as a liaison between educational institutions, business, and industry
- spearhead the development of post-graduate programs in performance technology
- help member organizations become more competitive
- promote the development of standards for performance technologists
- demonstrate professionalism and excellence in all our activities
- provide high quality, challenging, learning opportunities for performance professionals.

Chapter Executive

President	Lori Smith	432-2188
President Elect	David Cory	431-3343
Past President	Adrienne White	821-5188
VP Finance	Penny Bees	984-8586
VP Marketing	David Cory	431-3343
VP Programs/ Special Events	Vali Marling	576-8186
VP Communications	Jim Wright	431-3287
VP Member Services	Marjorie Hayden	661 6514

Up-Coming Events

November 12th, 2002

Innovation In Organizational Performance

Lee-Anne McAlear - CDI/Gilmore

Time 12:00pm to 2:00pm

Location: HRDC Learning Centre for Leadership Suite 350, 890 West Pender

Registration: please call ISPI Voice Mail (604-878-3484) before November 11, 2002

Members Free

Guests \$20.00

How to Contact ISPI Vancouver:

**Web Site: www.ispi-van.org
Voice Message Line: 878-3484**