

LEADERSHIP CONVERSATIONS

Performance refocus conversations

A common problem for leaders is how to approach poor performance; mainly because performance issues are frequently ascribed to mindset, or **will**, as opposed to skill.

Addressing mindset can be intimidating, and many choose to accept poor performance than engage in dialogue on root cause.

GRIST's performance refocus conversations are designed to create behavioural change with team members who have the ability to change but choose not to. They are designed to breakthrough will issues (change mindset) and are for small to moderate behavioural issues affecting culture or performance.

Refocus conversations should happen once a leader has completed multiple observations, behavioural coaching and development reviews where the behaviour and/or performance has been addressed, but not changed.

Key components

- Leading performance through behaviour
- Effective goal setting
- When to have Refocus Conversation
- Demonstrate the core elements of a Refocus Conversation
- What to do when behaviour has change, but performance hasn't

WHAT THE NUMBERS SAY

Absenteeism costs the Australian economy more than **\$33 billion** in wages and lost productivity every year

86% of employees and executives cite the lack of effective collaboration and communication as the main causes for workplace failures

Australian managers spend approx. **12%** of their time correcting others' mistakes

28%

of employees cite poor communication as the reason for not being able to deliver work on time

46% of new hires fail in the first 18 months, and of those new hires, **89%** fail for reasons associated with attitude

Program outcomes for participants

- Understand where refocus conversations fit in the performance management process, and how you earn the right to have it
- Explain the psychology of performance and the differences between mindset and behaviour
- Define what a behaviour is and how it can link to performance outcomes
- Create quality behavioural goals and action plans
- Self-assess the effectiveness of a refocus conversation

Program delivery options

- 2 days face-to-face or
- 4 x 3-hour spaced and paced virtual workshops

Pre-work

15min pre-call with a GRIST facilitator to understand the leader's specific goals and situation