

# PERFORMANCE CONVERSATIONS

## Pocketbook



A pocketful of tips, tools  
and techniques to bring  
about outstanding employee  
achievement through  
focused and motivational  
conversations

**Frank Scott-Lennon &  
Sinéad Scott-Lennon**

"Clearly sets out how regular Performance Conversations can be a great aid in focusing and motivating staff; we have found the skills section particularly helpful."

**Billy Doyle, CEO, Dundalk  
Credit Union**

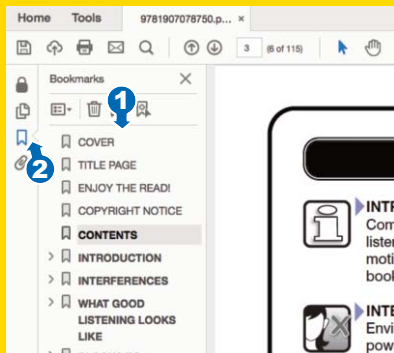
"At Integrity360 our whole approach to performance appraisals has been greatly improved by the insights within this book and, as a by-product, communications between all levels of staff have been enhanced beyond recognition."

**Eoin Goulding, Founder  
& CEO of Integrity360**

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Sinead Scott-Lennon 2019  
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# Enjoy the read!

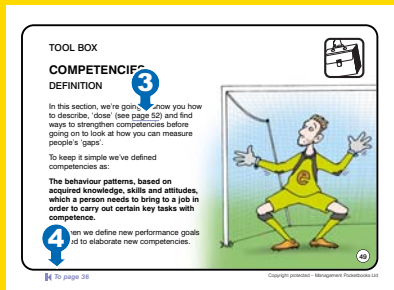
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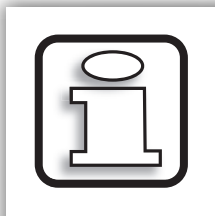


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# INTRODUCTION & BENEFITS

## INTRODUCTION & BENEFITS

### INTRODUCTION



Frank Scott-Lennon first wrote his best-selling Pocketbook on performance appraisal in 1995. Since then performance appraisal has gone through many changes as organisations have struggled to make the process more meaningful for all those involved.

Until quite recently, the main changes that occurred were only small ones, with organisations tweaking their systems, principally by modifying their forms, changing from mainly annual reviews to six-monthly ones and/or providing additional training for managers. Whilst these changes improved some systems, the overall status of performance appraisal in many organisations continued to be criticised by both managers and employees.

It is this criticism that has led to re-visiting the topic to look at the different way many of today's organisations are now managing performance. For this new book Sinéad Scott-Lennon, as co-author, brings the hands-on perspective of a senior line manager.



## INTRODUCTION & BENEFITS



### INTRODUCTION

We will introduce you to what is now regarded as best practice performance appraisal, taking into account the major changes that have taken place in recent years. The biggest single shift is to holding more regular conversations about performance, with timely feedback and a future focus.

Within this book we build our treatment of performance conversations around the model **CLEFT**:

- C**onversations
- L**eadership
- E**xpectations
- F**uture focus
- T**imely

This framework embodies the essence of the process where you regularly sit with each of your team members, use **CLEFT** and thereby provide them with enhanced focus and motivation.



## INTRODUCTION & BENEFITS

### INTRODUCTION



Holding good, constructive performance conversations will mean developing your existing repertoire of skills for interacting with your team, and this is an area we focus on. Objective setting is also a key skill and has a chapter to itself.

Performance conversations can also be used to improve existing appraisal systems and we identify some important changes that you and your fellow managers can make in order to do so.

The book then shows that the process described for individual team members can also be applied to the team as a whole, and this with the prize of increased focus and motivation for the full team.



## INTRODUCTION & BENEFITS



### INTRODUCTION

Performance conversations are not just for people working within a traditional environment. The practices described in this book are particularly applicable to 'smart working' and/or 'remote' working arrangements, where it is all the more critical to have such regular conversations.

In the latter part of the book we look at how to address difficult performance conversations, as most managers will find themselves facing a small number of these at some point. We also very briefly highlight what further steps need to be taken if the desired result does not emerge from such difficult situations.

Our final short section challenges you by listing some actions that you need to take to start the process of performance conversations with your team members.

We hope that you enjoy the read and that you will find the ideas and suggested actions helpful.