



The Physics of Engagement Training & Coaching Series Overview

Organizations are made of people. Maximizing organizational success means maximizing use of individual talent. This course is about creating and managing an environment that engages people in their work and focuses their attention on making the organization successful. Engaged people are people who come to work ready to do things they know help the business and are **actively looking for new ways to help the business**. Promised course outcomes include:

- Improvements in productivity, inventory management, cost-savings, and customer service,
- Improved communication, where people work together to solve organizational problems and improve processes.
- An upgraded culture, where people stay longer, use less sick time, and are happier at work

Course Structure: This is a general overview of the course structure. This training series is designed so leaders and managers get practice in implementation as they learn. While there is some flexibility in scheduling (e.g., individual units can be combined or broken out depending on scheduling needs), the basic design is such that during units participants learn material, ask questions, and then take what they've learned back and begin applying it in assignments. Coaching sessions are workshop oriented, where learners bring their challenges to share, adjust, and refine how they're applying material to tailor the work to their individual needs.

Unit 1: Introduction and Reality Based Management

In this unit we lay out the basic structure of the class and practices to maximize value during participation. We also introduce what it is to deal powerfully with "what's so" as opposed to "what should be." Participants leave with a tool and an assignment to identify where a "should" view is impacting results.

Unit 2: Measuring the Right Performance: The Foundation of Power

Too often, we measure activity at the expense of results. In this unit, we identify seven performance drivers that determine any business' success and work through identifying performance outcomes that capture individual contributions. Participants leave with a tool for identifying individual metrics that impact organizational outcomes and an assignment to create those metrics.

Coaching Session 1: Refining Measures

Following unit 2, we meet to review measures, problem solve challenges of capturing outcomes, and tune measures to ensure organizational success. In this session, we tailor work done to this point to individual departments and roles.

Unit 3: Motivation: The Forces that Drive Performance

At it's most basic, human behavior is simple. We respond to positive and negative reinforcement. While both motivate performance, they have very side-effects. In this session, we de-mystify these terms and look at how they are intentionally and unintentionally used in organizations. Participants get clarity of how they impact performance and see where their employees' performance is influenced by



each. This unit's assignment focuses on identifying where performance results are motivated by positive and negative reinforcement.

Unit 4: Building Feedback Structures: Looking up and Down the Organization

The best performance management happens ongoingly and intentionally, while focusing on both organizational and individual results. In this unit we focus on using organizational and individual metrics to engage people, not only in their work, but the success of the organization. Assignments focus on connecting performance on the bigger picture (e.g., mission and vision) and creating the feedback structures that will engage employees in adding value to the organization.

Coaching Session 2: Feedback Structures

Here we review and refine mission and vision statements and problem solve challenges in developing powerful feedback structures.

Unit 5: The Game of Work: Goal Setting and Feedback

Used properly, performance review is a powerful motivator of performance, and its use isn't intuitive. In this unit, we look at how to set powerful goals and deliver feedback that generates interest in "going above and beyond." Used effectively, work can occur as a game. The assignment provides a tool to identify minimum expectations and set goals that get people interested in elevating their own and team performance.

Unit 6: Powerful Accountability: Addressing Performance Breakdowns

If work is a game, there are penalties for breaking the rules and consequences for "stepping out of bounds." Ideally, these conversations leave people ready to "get back in the game" with a clear picture for how to improve. In this unit, we provide a basic structure for managing performance that doesn't meet expectations. Participants leave with an assignment to identify where they have been stepping over these conversations and have at least one conversation for improvement.

Unit 7: Completion: Practices for Ongoing Improvement

In this final unit we review performance improvement conversations, taking sharing from what really worked and where participants were challenged in completing the assignment. We also review practices for integrating program material such that it becomes the cultural foundation for the organization. Participants have an assignment to identify structures that will support ongoing implementation and work for their organization.

Coaching Session 3: Ongoing Improvement

In the final session we review progress and provide coaching around continued use and implementation.