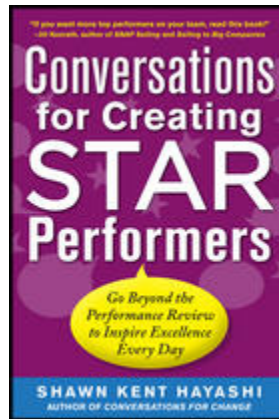


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Conversations for Creating Star Performers

Go Beyond the Performance Review to Inspire Excellence Every Day

Discussion Guide – For Students and Readers

Chapter 1: Engaging Star Performers

How can work trigger the same emotions that playing does?

What is the “Be, Do, Then Have” formula and how can it be used in a work setting?

How do managers act to bring out the best and worst in people?

What are the differences between a positive state of growth and development as opposed to a negative “fix-it” state?

Chapter 2: Conversations for Building Awareness

How can we raise employees’ awareness about their positions?

What is a Talent Audit or a Job Benchmark? And what are the benefits of using these tools?

What are some of the most important competencies for team members to have?

What are the seven career archetypes?

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Chapter 3: Conversations for Identifying Motivators

What are the six basic types of workplace motivators/values?

What types of jobs are usually associated with and best fitted for each motivator?

Chapter 4: Conversations for Identifying What Your Team Members Do Well

What are some good questions to ask to explore employees' competencies?

Chapter 5: Conversations for Creating Development Plans

What is an Individual Development Plan (IDP) and how is it different from a Performance Improvement Plan (PIP)?

What can be included in an Individual Development Plan?

What are keys to successfully developing people with each communication style preference and what are the developmental needs associated with each style?

What is the 70/20/10 model?

Chapter 6: Conversations for Developing New Skills

At what level of competency does everyone start and what phases do people have to transition through before becoming, "unconsciously competent"?

What questions can be asked to future star performers to help them identify new skills they want to learn and consequently be successful at attaining the new skills?

Chapter 7: Conversations for Getting Back on Track

What are the two paths for getting people back on track? Which is easier? How can both cases be handled?

According to Linda Bishop, what are the four reasons why people do not do what you want them to? How can each reason be addressed to make people contributing members of a team?

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Chapter 8: Conversations for Accountability

What is personal accountability? What competencies are necessary for a person who is personally accountable for their actions and projects?

What is a project list and how can it be used to increase accountability?

Chapter 9: Conversations for Performance Reviews

How can a Job Benchmark be used as part of a successful Performance Review?

What responsibility do employees have for their performance review?

What can cause a performance review to go well and what causes one to go poorly?

Chapter 10: Conversations for Recognition

What are the benefits of gratitude versus the negatives of criticism?

What are the different ways to start a conversation for recognition?

Chapter 11: Conversations for Succession Planning

What is a succession plan?

What is the nine- box model?

What could happen if a succession plan was not in place?

Chapter 12: Inspiring Excellence

According to Google, what is the number one “habit of highly effective managers”?

Why do you think Google pinpointed this habit as being so important for successful managers?