The Performance Thinking®
Configurable Leadership Modules

Enabling Leaders to Accelerate Business Results Through Their People

Programs for Leaders from The Performance Thinking Network add value to your organization in a different way than most other leadership programs. We view leaders as potentially powerful agents of performance improvement and talent development. They control most of the important behavior influences that affect how their people execute strategy, implement new systems and processes, become engaged or disengaged in daily work, and prepare for next steps on their career paths. In the language of the Six Boxes Model, leaders and managers ar responsible for setting Expectations and providing Feedback, arranging and optimizing Tools and Resources, and ensuring that people make frequent contact with positive Consequences and Incentives for their work. While there are other great programs that enable leaders to develop as individuals in their roles, our purpose is to enable leaders with increasing responsibility and span of control to clearly define the performance needed to achieve business goals, and arrange conditions to support and continuously improve the performance and engagement of their teams.

Our program for Leaders and Executives is highly configurable to meet the specific needs of your organization for developing and supporting leaders as they demonstrate potential for greater impact and span of influence. It includes the following elements, with a design approach that is flexible and customized:

> ▸ **Program Configuration / Customization:** We work with you to integrate the power of Six Boxes Performance Thinking into your leadership development approach with a core program plus application modules matched to your specific audience(s) and priorities.

> ▸ **Six Boxes® Performance Coaching:** A core program teaches the models, language, and logic of Performance Thinking with an immediate focus on accelerating individual and team performance.

> ▸ **Leadership Application Modules:** Add-on program modules implement specific Performance Thinking applications and tools, and can be delivered over time to accelerate organizational results.

"Just spent the last two days in the Six Boxes® Performance Coaching Program. I can honestly say in over 20+ years in the corporate world, this is the best training that I have had. It helped define a clear link between business results, work outcomes and individual behaviors. The framework and tools provided to help both plan and execute were outstanding! Get ready, because we are going full speed ahead with this program with the goal to move it quickly from a program to our culture. I am 100% confident that every single person will gain value."

**Senior Vice President of Operations
Healthcare Info Tech Provider**

"If I can't fit what I'm about to do as an executive or manager into the Six Boxes Model, then I don't do it. This model, and the understanding I've gained about the factors that drive successful performance, are central to my management and leadership approach."

**Senior Vice President of Sales
Business Data Analytics Provider**

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THE PERFORMANCE THINKING NETWORK

When the vocabulary and mental models of Six Boxes Performance Thinking become second nature, and leaders have had experience with a range of applications, this core approach – based on principles from behavior science and performance engineering – becomes a kind of Swiss Army Knife for accelerating business results through the performance of people. As we have discovered in research and development over decades, there are simple tools and templates that can help leaders with different types of applications, including:

- **Aligning Performance with Business Results** – Give employees a line of sight to business results.
  - Create and refine a "pick list" of business results for your organization
  - Credibly connect your team members' work outputs to one or more organizational business results.
  - Use links to business results to remind people of the value they deliver, and to drive improvement.
- **Managing Process Performance –** Most business performance depends on executing processes.
  - Define processes with clear work outputs and criteria at each step.
  - Identify critical behavior needed to produce work outputs and use the Six Boxes to support behavior.
  - Measure and diagnose performance in processes with a focus on work outputs.
- **Creating Employee Engagement Plans** – Since Employee Engagement has bottom-line impact.
  - Review research data that shows the impact of Employee Engagement on bottom-line results.
  - Use the Six Boxes Model to analyze current conditions in your team, department, or business unit.
  - Work with your team to identify opportunities for improvement in management practices/tools.
- **Executing Strategy Through People** – Because most strategies are never fully executed.
  - Identify major outputs that define the desired goal state when the strategy succeeds.
  - Decide who needs to produce what work outputs on the path toward the goal state.
  - Use the Six Boxes Model to arrange conditions that optimally support execution of strategy.
- **Leading Continuous Talent Development** – Make leaders & managers the primary agents.
  - Integrate Six Boxes Performance Coaching into day-to-day practice across your organization.
  - Monitor new or improved work outputs achieved through Six Boxes Performance Coaching.
  - Encourage and reward performance development as a primary responsibility of leaders and managers.
- **Planning for Implementation** – Lead teams to identify and achieve critical implementation milestones.
  - Identify the three "buckets" of work outputs required for implementation of a system, program, etc.
  - Clarify what behavior influences will be needed to support/accelerate desired work outputs.
  - Ensure that those who must produce the needed behavior influences actually do so.
- **Ensuring Positive Performance Management** – the astonishing power of positive reinforcement
  - Monitor one's own positive and negative feedbacks/consequences delivered to individuals and teams.
  - Set a goal of 5:1 positive-to-negative and observe the impact of seeking out positive opportunities.
  - Identify positive consequences that work, and encourage the practice of positive reinforcement.
- **Using Skip Level Meetings to Improve Management Practices** – Tune how your team manages.
  - Communicate the purpose of skip-level meetings to managers who report to you.
  - Arrange Six Boxes discussions with individuals who report to your direct reports.
  - Summarize and use findings to help your team optimize employee engagement and performance.
- **Enabling Best Practices Sales Performance** – Leverage the exemplary behavior of your stars.
  - Lead sales training or sales operations staff to define the milestones in your successful sales process.
  - Identify consistently exceptional performers and discover behavior that makes them exceptional.
  - Use discoveries about exemplary performance to design coaching and management tools and practices.

These are examples of applications for which we can offer leadership modules, based on your goals and needs.

While we will work with you to customize the content and implementation of these modules, their general features include:

Brief Small Group Instructional Sessions: Because leaders are busy, we arrange for instructional sessions that are generally no longer than two hours, either in person or in web conference. We create relatively small cohorts to optimize participation, encourage collective learning and sharing of insights and new ideas.

On-the-Job Application Assignments: Each instructional session introduces a tool or method, and assigns application on the job prior to the next session. These applications are selected because they are needed as part of ongoing leadership and management priorities and job roles.

Feedback, Discussion, and Adaptation: Meetings following application assignments consist primarily of sharing and feedback, discussion and refinement of applications. Depending on the module and participant experience, we may arrange for multiple application and feedback cycles that can engender ongoing communities of practice.

Implementation Planning and Communities of Practice: This is not just "spray and pray" training. We work with you to plan for implementation and to ensure application and integration on the job. We encourage you to create and support communities of practice around cohorts or job levels. We suggest using online tools such as SharePoint and Zoom or Webex, with virtual or in-person meetings or brown bag lunches, and other mechanisms to support ongoing learning and sharing of insights. This can drive continuous development of your leadership culture.

Certification of Internal Program Facilitators and Coaches: As with our core Coach-Manage-Lead programs, we work with you to certify internal facilitators and coaches to implement these modules. They might be the same people who you select to deliver the core programs, or specialists in areas such as process management or strategy execution who work to support ongoing development, improvement, application, and community.

Program Fees

Because these are highly customizable modules, with opportunities to extend and integrate them in various ways, we do not have list prices for them. However, if an organization decides to license one of our core programs, list price for each add-on module will likely be between $250-$350 per participant, sometimes with added customization fees.

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For More Information

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