



# CONTRACTING FOR PERFORMANCE



Performance Group

Employee Name: \_\_\_\_\_

Manager Name: \_\_\_\_\_

Date: \_\_\_\_\_



PERFORMANCE DEVELOPMENT





## CONTRACTING FOR PERFORMANCE

This guide is designed to help managers conduct coaching discussions with their team members. These items are designed to help drive engagement and business performance. It is recommended that this guide be used initially in its entirety and then followed up on a quarterly basis. Depending on the preference of the individual employee, this discussion may occur more or less frequently.

Word of caution: As you prepare to embark on these conversations, please take some time to think through box number 8 on page 3 – this will require some preparation and will likely differ by role and individual.

Here is how we suggest you start the conversation: "In our conversation today, I am going to ask you a series of questions. This conversation is intended to help us establish clear expectations of one another and how we are going to perform at work. Let's get started."

# EMPLOYEE'S OPERATING SYSTEM

Ask once and briefly review twice per year. Revise as necessary.

1.	Tell me what you are best at.	
2.	What is your unique contribution to the team?	
3.	What can your teammates always count on you for?	
4.	What job-related responsibilities might you need help with? (You may have been told these were your "weaknesses" in the past.)	

5.	Describe what the ideal role would look like for you.	
6.	What do you like most about your current role?	
7.	What do you think my expectations of you are within your role?	
8.	Let me clearly share my expectations with you.	

9.	What are your long-term career goals?	
10.	Tell me about a time you went above and beyond basic expectations at work.	
11.	Let me tell you about a time I think you went above and beyond basic expectations at work.	
12.	How do you like to be recognized for going above and beyond? (See recognition worksheet on pages 5 and 6 for help with this item.)	

# WHAT TYPE OF RECOGNITION IS PERFECT FOR YOU?

Employees should complete this worksheet annually to help identify what meaningful, perfect recognition looks like for them and discuss selections with their manager.

Interpersonal Expressions of Appreciation	Unacceptable	Acceptable	Perfect for Me
Handshake	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applause	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Celebrations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sharing a Meal (Lunch/Dinner)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Verbal praise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visual Expressions of Appreciation	Unacceptable	Acceptable	Perfect for Me
Service Awards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pictures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Certificate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plaque/Award	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pins/Medals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Banner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Balloons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written Expressions of Appreciation	Unacceptable	Acceptable	Perfect for Me
Post-It note	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Email	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Media Mention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Newsletter Spotlight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Note/Card	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Growth-Based Expressions of Appreciation	Unacceptable	Acceptable	Perfect for Me
One-on-One Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seeking Input/Opinion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional Responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional Training/Development/Education/Certifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monetary Expressions of Appreciation	Unacceptable	Acceptable	Perfect for Me
Gift Cards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flowers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Candy/Food	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cash	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time-Off	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interest Specific (Tickets to an event, interest-related book, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## MEANINGFUL EXPRESSIONS AND AUDIENCE

**Is there one type of recognition that is most meaningful to you?** Refer back to the categories on the prior page. Do any categories contain mostly “Perfect for Me” responses? If so, identify it below.

- \_\_\_ Interpersonal Expressions of Appreciation
- \_\_\_ Visual Expressions of Appreciation
- \_\_\_ Written Expressions of Appreciation
- \_\_\_ Growth-Based Expressions of Appreciation
- \_\_\_ Monetary Expressions of Appreciation

**What type of audience do you prefer?** Discuss the following audiences with your manager as you rank the importance (1 – 5) of each of these groups seeing/hearing/knowing that you have been recognized for great performance:

- \_\_\_ Private/one-on-one
- \_\_\_ My team
- \_\_\_ My family
- \_\_\_ Organization leaders
- \_\_\_ My internal/external clients

## ADDITIONAL NOTES

---

---

---

---

---

---

---

# QUARTERLY CONVERSATIONS

These items are recommended for quarterly conversations. As you hold these quarterly conversations, compare notes from one quarter to the next.

1. Tell me what you would like to achieve at work in the next 90 days.		
1st Quarter	Months	
2nd Quarter	Months	
3rd Quarter	Months	
4th Quarter	Months	



2. What barriers might get in your way as you work to achieve these goals?

1st Quarter	Months   	
2nd Quarter	Months   	
3rd Quarter	Months   	
4th Quarter	Months   	

3. Which of these barriers can I remove and what else can I do to help you achieve your goals?

1st Quarter	Months <hr/> <hr/> <hr/>	
2nd Quarter	Months <hr/> <hr/> <hr/>	
3rd Quarter	Months <hr/> <hr/> <hr/>	
4th Quarter	Months <hr/> <hr/> <hr/>	

4. What do you expect of me as your manager?

1st Quarter	Months <hr/> <hr/> <hr/>	
2nd Quarter	Months <hr/> <hr/> <hr/>	
3rd Quarter	Months <hr/> <hr/> <hr/>	
4th Quarter	Months <hr/> <hr/> <hr/>	

5. I agree that the goals and expectations we have established this quarter are realistic. I am committed to achieving these goals (employee) and removing barriers (manager).

1st Quarter	<div>_____</div> <div>Manager</div> <div>_____</div> <div>Employee</div>
2nd Quarter	<div>_____</div> <div>Manager</div> <div>_____</div> <div>Employee</div>
3rd Quarter	<div>_____</div> <div>Manager</div> <div>_____</div> <div>Employee</div>
4th Quarter	<div>_____</div> <div>Manager</div> <div>_____</div> <div>Employee</div>

## NOTES

[illegible]

## NOTES

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

## NOTES

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



EMPLOYEE  
ENGAGEMENT



CLIENT  
ENGAGEMENT



PERFORMANCE  
CONSULTING



PERFORMANCE  
DEVELOPMENT

The top leaders in business today are sending a collective message to employees, customers, and shareholders:

Yesterday's competitive advantages have become today's ticket to entry. Processes and procedures that once made companies significantly more efficient can now be easily replicated. Today's competitive advantages are created and sustained by understanding the strength of relationships between companies and their employees, and employees and their customers, then translating that understanding into front-line actions that drive results.

Today's business environment is rapidly changing. We hope you'll join the wave of professionals who are determined to not let their companies become extinct.

[Are you ready to evolve?](#)



[For more information contact](#)

Wynn Solutions  
19 Gentle Branch Pl.  
Tomball, TX 77375

281.414.6783

[jtobaben@evolvepg.com](mailto:jtobaben@evolvepg.com)