

Empowering Leadership Storyboard

Learning Objectives	
Empowering Leadership: <i>Mastering Feedback and Performance Improvement Conversations</i>	After completing this course, learners will be able to: 1. Prepare for feedback conversations 2. Conduct feedback conversations effectively 3. Develop a performance improvement plan 4. Follow-up for success

Slide 2 Introduction (Video Slide)	
Audio Narration	On-Screen Content
Welcome to "Empowering Leadership: Mastering Feedback and Performance Improvement Conversations. I am Parker, and I am here to guide you through transforming the way you lead and develop your team. Every leader faces the challenge of addressing performance issues. How you handle these conversations can make all the difference in fostering a positive, productive team environment. In this course, you'll embark on an interactive journey, where you'll learn to navigate feedback conversations with empathy, clarity, and strategic foresight. Through scenario-based learning, you'll explore how to prepare effectively, engage in meaningful dialogue, and collaboratively develop performance improvement plans. By the end of this course you'll be able to: Prepare for feedback conversations, conduct feedback conversations	Topics: • Challenges facing the Learner • Course benefits for the Learner • Course Agenda Video: Introduction video made in Synthesia Button: Next

effectively, develop a performance improvement plan, and follow-up for success Whether you're a seasoned manager or aspiring to lead, this course will equip you with the tools to build stronger relationships, enhance team performance, and cultivate an environment where everyone thrives.	
Interactivity & Programming Notes	
Video plays automatically once slide begins Next button appears after video finishes	

Slide 3 Menu Slide	
Audio Narration	On-Screen Content
Select any of the lessons to get started	Text: Empowering Leadership Main Menu Lesson 1 • Title - Prepare for feedback conversations • Button - Learn More Lesson 2 • Title - Conduct feedback conversations effectively • Button - Learn More Lesson 3 • Title - Develop a performance improvement plan • Button - Learn More Lesson 4: • Title - Follow-up for success • Button - Learn More

	Icons: Each lesson has a distinctive icon in its tile Checkmark icon for each lesson
Interactivity & Programming Notes	
Learn More buttons move the learner to the beginning of the lesson Checkmark icon will become visible once that specific lesson is completed	

Lesson 1.1 The Importance of Preparation	
Audio Narration	On-Screen Content
Preparing for a negative feedback conversation with an employee is crucial to ensure the conversation is productive, constructive, and leads to positive outcomes for both the employee and the organization. Select each of the benefits below to learn more	Text: Preparing for a negative feedback conversation with an employee is crucial to ensure the conversation is productive, constructive, and leads to positive outcomes for both the employee and the organization. • Ensures Clarity and Objectivity: Preparing allows the manager to clearly define the feedback, ensuring it is based on objective observations and facts rather than emotions or subjective impressions • Facilitates Constructive Dialogue: Preparation enables the manager to approach the conversation with a mindset focused on growth and development, rather than punishment or criticism, fostering a more open and productive dialogue. • Encourages Positive Outcomes: By setting clear expectations and outcomes, preparation increases the likelihood of the feedback being received as intended, leading to positive changes in behavior or performance. • Protects Relationship: A well-prepared conversation can help maintain and even strengthen the

	manager-employee relationship by demonstrating respect and support for the employee's development. Button: Ensures Clarity and Objectivity Facilitates Constructive Dialogue Encourages Positives Outcomes Protects Relationship Back button (on each layer)
Interactivity & Programming Notes	
Each button will display the layer containing the pertaining information for that benefit. Variables will be set to ensure all layers have to be viewed before Next button appears	

Slide 4.2 Steps to Prepare Flashcards	
Audio Narration	On-Screen Content
Click each of the flashcards to learn more about each step.	Flashcards: 1. Prepare your mindset a. Approach the conversation with empathy and the intention to support the employee's development. b. Manage your emotions to ensure a calm and objective delivery of feedback. 2. Gather specific Examples

	a. Collect concrete examples of the behavior or performance that needs improvement. This provides clarity and helps the employee understand the feedback. b. Consider the impact of these behaviors on the team, project, or organization to articulate the need for change. 3. Set Clear Objectives a. Define what you aim to achieve with the conversation. Objectives could include specific behavioral changes, performance improvements, or setting up a performance improvement plan (PIP). 4. Plan the Conversation Structure a. Outline how to start the conversation, present the feedback, discuss solutions, and conclude with clear next steps. b. Consider using the "situation-behavior-impact" (SBI) model to structure your feedback. c. The Situation-Behavior-Impact method is simple and direct: i. You capture and clarify the Situation ii. Describe the specific Behaviors observed iii. Explain the Impact of the person's behavior d. The SBI Feedback Model is helpful when holding talent conversations with employees 5. Anticipate Reactions and Prepare Responses a. Think about possible reactions from the employee and how you will address them. Being prepared for a range of responses can
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	help you navigate the conversation more effectively. 6. Decide on Support Resources a. Consider what support, resources, or solutions you can offer to help the employee improve. This could include training, more regular check-ins, or mentorship opportunities. Button: Next
Interactivity & Programming Notes	
Each of the steps will be presented as animated flashcards, learner will have to click on every flashcard to discover additional information. Next button will only appear when all flashcards have been viewed.	

Lesson 5.1 Conducting Feedback Conversations	
Audio Narration	On-Screen Content
Conducting performance improvement conversations with employees is an essential aspect of effective management and organizational growth. These conversations, when handled correctly, can lead to significant improvements in performance, motivation, and engagement. In this lesson, you'll learn about the first two stages of a performance improvement conversation, select each of the stages below to learn more:	Text: Conducting performance improvement conversations with employees is an essential aspect of effective management and organizational growth. These conversations, when handled correctly, can lead to significant improvements in performance, motivation, and engagement. In this lesson, you'll learn about the first two stages of a performance improvement conversation, select each of the stages below to learn more: • Opening the Conversation • Discuss Performance Issues Button: Opening the Conversation Discuss Performance Issues
Interactivity & Programming Notes	
Each button will guide learners to a separate slide covering that specific topic. Once the topic is completed the state will check to show a green checkmark to indicate completion and unlocking the next step in the process	

Lesson 5.2 | Opening The Conversation

Audio Narration	On-Screen Content
The opening of a performance improvement conversation sets the tone for the rest of the interaction, so it is crucial to do this effectively. The way in which the conversations start can significantly influence the outcome, fostering either a constructive exchange, or increasing tensions. Remember that your in this conversation as a manager is towards improvements in motivation, engagement, and performance. Let's review an important list of Do's and Don'ts when opening a performance improvement conversation.	Text: The opening of a performance improvement conversation sets the tone for the rest of the interaction, so it is crucial to do this effectively. The way in which the conversations start can significantly influence the outcome, fostering either a constructive exchange, or increasing tensions. Remember that your in this conversation as a manager is towards improvements in motivation, engagement, and performance. Let's review an important list of Do's and Don'ts when opening a performance improvement conversation. Button: Do's Don'ts
Interactivity & Programming Notes	
Each button will guide learners to a separate slide covering that specific topic.	

Lesson 5.3 | Opening The Conversation - DO'S

Audio Narration	On-Screen Content

Select each item to learn more:

Text:

Select each item to learn more:

- **Create a Comfortable Environment:**
 - Ensure the setting is private and free from interruptions, promoting an open and honest dialogue.
- **Begin with a General Check-in**
 - Start the conversation in a way that helps you establish rapport and will help you ease into the more sensitive aspects of the discussion
 - This approach can create a more relaxed atmosphere, making the employee feel valued and respected as a person, not just evaluated for their work performance.
 - A general check-in shows that you care about their overall well-being and are interested in their experiences, not just their output or any issues at hand.
- **Lead with Empathy**
 - Clearly state the purpose of the meeting, but do so in a way that shows understanding and concern for the employee's feelings.
 - For instance, express understanding of the challenges they may be facing and assure them that the purpose of the discussion is to support their growth and success in the organization.
- **Invite Participation**
 - Encourage the employee to share their perspective early in the conversation.

	○ This inclusion fosters a two-way dialogue and shows that you value their input and viewpoint. Button: Create a Comfortable Environment Begin with a General Check-in Lead with Empathy Invite Participation Close (For Each of the Layers) Next (Once all layers have been viewed)
Interactivity & Programming Notes	
Each of the Topic Buttons will display a different layer with additional information that can be reviewed about the subject Next button will only appear once all three topics have been reviewed	

Lesson 5.4 Opening The Conversation - DON'TS	
Audio Narration	On-Screen Content
Select each item to learn more:	Text: Select each item to Learn More: ● Don't Start with Criticism ○ Jumping straight into criticism can trigger defensiveness and shut down communication. ○ It's important to ease into the feedback to keep the conversation productive. ● Don't Be Vague ○ Don't Be Vague: Being unclear about the purpose of the meeting can cause unnecessary

	anxiety or speculation. State the purpose of the discussion early on to provide clarity. ● Don't Rush ○ Take the time to properly set the stage for the conversation, allowing the employee to adjust and engage fully. ○ Rushing can lead to misunderstandings and a lack of thorough discussion. ● Don't Dominate the Conversation ○ Avoid doing all the talking. Ensure it's a two-way dialogue where the employee can express their thoughts and feelings. Button: Don't Start With Criticism Don't Be Vague Don't Rush Don't Dominate the Conversation Close (For Each of the Layers) Next (Once all layers have been viewed)
Interactivity & Programming Notes	
Each of the Topic Buttons will display a different layer with additional information that can be reviewed about the subject Next button will only appear once all three topics have been reviewed	

Lesson 5.5 Discuss Performance Issues	
Audio Narration	On-Screen Content
Discussing performance issues with the employee is where you will spend most of your time during the performance improvement conversation. This is where you will do most of the discovering and learn about the root cause of these issues, while working on directing the conversation towards personal growth for the employee. In this section, we will cover different strategies of approaching this step in the conversation, and which ones can be most beneficial Select each item to learn more:	Text: Discussing performance issues with the employee is where you will spend most of your time during the performance improvement conversation. This is where you will do most of the discovering and learn about the root cause of these issues, while working on directing the conversation towards personal growth for the employee. In this section, we will cover different strategies of approaching this step in the conversation, and which ones can be most beneficial Select each item to learn more: • Acknowledge Struggles vs. Focus on Negative Impacts • Specific Examples vs. General Discussion • Discuss Consequences vs. Offer Reassurance Button: Acknowledge Struggles vs. Focus on Negative Impacts Specific Examples vs. General Discussion Discuss Consequences vs. Offer Reassurance
Interactivity & Programming Notes	
Each button will guide learners to a separate slide covering that specific topic. Once the topic is completed the state will check to show a green checkmark to indicate completion and unlocking the next step in the process	

Lesson 5.6 Acknowledge Struggles vs. Focus on Negative Impacts	
Audio Narration	On-Screen Content
Select each of the items to learn more about each approach:	Text: Select each of the items to learn more about each approach: • Acknowledge Struggles: ○ Acknowledging the employee's struggles before discussing the performance issues demonstrates understanding and support. ○ This method helps the employee feel seen and heard, which is crucial for a constructive feedback conversation. • Focus on Negative Impacts: ○ While it's important to address the impact of performance issues, leading with the negative consequences can make the employee feel attacked and less likely to engage constructively. ○ Focus on creating a supportive dialogue that acknowledges challenges while moving towards solutions. Button: Acknowledge Struggles Focus on Negative Impacts Next (When all options are reviewed)
Interactivity & Programming Notes	
Each of the Topic Buttons will display a different layer with additional information that can be reviewed about the subject	

Next button will only appear once all topics have been reviewed.

Once the topic is completed the state will check to show a green checkmark to indicate completion and unlocking the next step in the process

Lesson 5.7 Specific Examples vs. General Discussion	
Audio Narration	On-Screen Content
Select each of the items to learn more about each approach:	Text: Select each of the items to learn more about each approach: • Specific Examples ○ Providing specific examples makes the feedback more tangible and actionable for the employee. ○ It helps them understand exactly what needs to change and why, leading to more focused improvement efforts. • General Discussion ○ Keeping the discussion general might make it harder for the employee to grasp the full extent of the issues or know how to address them. ○ Specificity is key in helping the employee understand and act on feedback. Button: Specific Examples General Discussion Next (When all options are reviewed)
Interactivity & Programming Notes	
Each of the Topic Buttons will display a different layer with additional information that can be reviewed about the subject	
Next button will only appear once all topics have been reviewed.	

Lesson 5.8 Discuss Consequences vs. Offer Reassurance	
Audio Narration	On-Screen Content
Select each of the items to learn more about each approach:	Text: Select each of the items to learn more about each approach: • Offer Reassurance ○ Offering reassurance before discussing consequences demonstrates support and builds trust. ○ It makes the employee more open to hearing about the impact of their actions and collaborating on solutions. • Discuss Consequences ○ Discussing the consequences of underperformance is necessary, but leading with it can be overwhelming. ○ Starting with reassurance could create a safer space for this difficult conversation. Button: Offer Reassurance Discuss Consequences Next (When all options are reviewed)
Interactivity & Programming Notes	
Each button will guide learners to a separate slide covering that specific topic. Once the topic is completed the state will check to show a green checkmark to indicate completion and unlocking the next step in the process	

Lesson 5.9 Knowledge Check (Branching Scenario) Introduction	
Audio Narration	On-Screen Content
Now that you've learned the key concepts and strategies for effectively conducting performance improvement conversations, it's time to put your knowledge to the test. Go through this scenario and select the most appropriate answers to drive the conversation forward. Click Next to begin.	Text: Now that you've learned the key concepts and strategies for effectively conducting performance improvement conversations, it's time to put your knowledge to the test. Go through this scenario and select the most appropriate answers to drive the conversation forward. Click Next to begin. Button: Next
Interactivity & Programming Notes	
Each button will guide learners to a separate slide covering that specific topic. Once the topic is completed the state will check to show a green checkmark to indicate completion and unlocking the next step in the process	

Lesson 5.10 Knowledge Check (Branching Scenario) 1	
Audio Narration	On-Screen Content
	Text: Select the most appropriate option:

Say:

- "Alex, how have things been going with your work recently? I want to understand your perspective."
- "Alex, I've noticed several instances of missed deadlines and errors in your work. This is not like you. What's going on?"

Outcome:

- Alex opens up, "Honestly, I've been struggling to keep up. I didn't want to let the team down."
- Alex becomes defensive, "I've been trying my best. It feels like my efforts are never enough."

Feedback:

- Excellent choice! Beginning with a general check-in shows empathy and consideration for the employee's feelings and challenges. This approach encourages open communication and sets a positive tone for the feedback conversation, making it more productive.
- Jumping straight into performance issues can catch employees off guard and provoke defensiveness. It's crucial to create a safe and open environment for feedback conversations. Starting with a check-in allows the employee to share their perspective, making them more receptive to discussing performance issues.

Button:

	"Alex, how have things been going with your work recently? I want to understand your perspective." "Alex, I've noticed several instances of missed deadlines and errors in your work. This is not like you. What's going on?"
Interactivity & Programming Notes	
A conversation Thread will be displayed on the right with the options selected and Alex's responses. Feedback will be provided at the end of the Conversation with a Report	

Lesson 5.11 Knowledge Check (Branching Scenario) 2	
Audio Narration	On-Screen Content
	Text: Select the most appropriate option: Say: • "I understand you've been facing challenges. Let's discuss how this has impacted your projects and find ways to move forward together." • "Your missed deadlines have disrupted the team's workflow and affected project timelines. We need to address this." Outcome:

- Alex feels supported and is more receptive, "I appreciate that. I want to improve and could use some guidance."
- Alex feels blamed and stressed, "I know I've caused issues. I'm doing everything I can."

Feedback:

- Well done! Acknowledging the employee's struggles before discussing the performance issues demonstrates understanding and support. This method helps the employee feel seen and heard, which is crucial for a constructive feedback conversation.
- While it's important to address the impact of performance issues, leading with the negative consequences can make the employee feel attacked and less likely to engage constructively. Focus on creating a supportive dialogue that acknowledges challenges while moving towards solutions.

Button:

"I understand you've been facing challenges. Let's discuss how this has impacted your projects and find ways to move forward together."

"Your missed deadlines have disrupted the team's workflow and affected project timelines. We need to address this."

Interactivity & Programming Notes

A conversation Thread will be displayed on the right with the options selected and Alex's responses.

Lesson 5.12 Knowledge Check (Branching Scenario) 3	
Audio Narration	On-Screen Content
	Text: Select the most appropriate option: Say: • "For instance, the Alpha project report was submitted three days late last month, which delayed our team's review process. Can we talk about what happened there?" • "Generally speaking, there have been some missed deadlines and inconsistencies in work quality. It's important we address these patterns." Outcome: • Alex feels a bit uncomfortable but recognizes the specific issues, "I was juggling multiple tasks and lost track of the deadline. I see how that caused problems."

	• Alex is unsure of the specifics, "I know I've been struggling, but I'm not exactly sure which projects you're referring to." Feedback: • Providing specific examples makes the feedback more tangible and actionable for the employee. It helps them understand exactly what needs to change and why, leading to more focused improvement efforts. • Keeping the discussion general might make it harder for the employee to grasp the full extent of the issues or know how to address them. Specificity is key in helping the employee understand and act on feedback. Button: "For instance, the Alpha project report was submitted three days late last month, which delayed our team's review process. Can we talk about what happened there?" "Generally speaking, there have been some missed deadlines and inconsistencies in work quality. It's important we address these patterns."
Interactivity & Programming Notes	
A conversation Thread will be displayed on the right with the options selected and Alex's responses. Feedback will be provided at the end of the Conversation with a Report	

Lesson 5.13 | Knowledge Check (Branching Scenario) 4

Audio Narration	On-Screen Content
	Text: Select the most appropriate option: Say: • "I want to reassure you that the purpose of this conversation is to support you. While these issues have affected the team, I'm confident we can work through this together." • "These delays and errors have had a ripple effect on the team's productivity and our project timelines." Outcome: • Alex feels supported and is more open to discussing solutions, "Thank you. I appreciate the support and am ready to work on improvements."

	• Alex understands the seriousness but feels anxious, "I didn't realize the full impact. I'm sorry, and I want to make things right." Feedback: • Offering reassurance before discussing consequences demonstrates support and builds trust. It makes the employee more open to hearing about the impact of their actions and collaborating on solutions. • Discussing the consequences of underperformance is necessary, but leading with it can be overwhelming. Starting with reassurance could create a safer space for this difficult conversation. Button: "I want to reassure you that the purpose of this conversation is to support you. While these issues have affected the team, I'm confident we can work through this together." "These delays and errors have had a ripple effect on the team's productivity and our project timelines."
Interactivity & Programming Notes	
A conversation Thread will be displayed on the right with the options selected and Alex's responses. Feedback will be provided at the end of the Conversation with a Report	

Lesson 5.14 Knowledge Check (Branching Scenario) Results	
Audio Narration	On-Screen Content
	Text: Now that you have completed the first part of the performance improvement conversation, it is time to see how Alex thinks you did. Select the button below to review Alex's feedback: Button: View Results
Interactivity & Programming Notes	
A conversation Thread will be displayed on the right with the options selected and Alex's responses. Feedback will be provided at the end of the Conversation with a Report	

Lesson 5.15 Knowledge Check (Branching Scenario) Results Report	
Audio Narration	On-Screen Content
	Text: The 1-on-1: Your Feedback Click Review to learn more. Did your manager make you feel at ease by beginning the conversation with a quick general check-in?

- a. Excellent choice! Beginning with a general check-in shows empathy and consideration for the employee's feelings and challenges. This approach encourages open communication and sets a positive tone for the feedback conversation, making it more productive.
- b. Jumping straight into performance issues can catch employees off guard and provoke defensiveness. It's crucial to create a safe and open environment for feedback conversations. Starting with a check-in allows the employee to share their perspective, making them more receptive to discussing performance issues.

Did your manager acknowledge the struggles you are facing and gently introduced your performance issues?

- c. Well done! Acknowledging the employee's struggles before discussing the performance issues demonstrates understanding and support. This method helps the employee feel seen and heard, which is crucial for a constructive feedback conversation.
- d. While it's important to address the impact of performance issues, leading with the negative consequences can make the employee feel attacked and less likely to engage constructively. Focus on creating a supportive dialogue that acknowledges challenges while moving towards solutions.

Did your manager provide specific examples about your performance issues?

- e. Providing specific examples makes the feedback more tangible and actionable for the employee. It helps them understand exactly what needs to change and why, leading to more focused improvement efforts.
- f. Keeping the discussion general might make it harder for the employee to grasp the full extent of the issues or know how to address them. Specificity is key in helping the employee understand and act on feedback.

Did your manager offer you the reassurance you needed to move forward?

- g. Offering reassurance before discussing consequences demonstrates support and builds trust. It makes the employee more open to hearing about the impact of their actions and collaborating on solutions.
- h. Discussing the consequences of underperformance is necessary, but leading with it can be overwhelming. Starting with reassurance could create a safer space for this difficult conversation.

Button:

Review

Retry

Main Menu

The report will slide from the left and include yes or no checkboxes depending on the answers.
A retry option will be available for those who want to go through the scenario again.
Lesson Completed Variable = True

Lesson 5.15 Knowledge Check (Branching Scenario) Results Report	
Audio Narration	On-Screen Content
	Text: The 1-on-1: Your Feedback Click Review to learn more. 1. Did your manager collaborate with you in developing your performance improvement plan? a. Excellent choice! Beginning with a general check-in shows empathy and consideration for the employee's feelings and challenges. This approach encourages open communication and sets a positive tone for the feedback conversation, making it more productive. b. Jumping straight into performance issues can catch employees off guard and provoke defensiveness. It's crucial to create a safe and open environment for feedback conversations. Starting with a check-in allows the employee to share their perspective, making them more receptive to discussing performance issues.

	2. Did your manager focus on one core issue for your performance improvement plan? a. Well done! Acknowledging the employee's struggles before discussing the performance issues demonstrates understanding and support. This method helps the employee feel seen and heard, which is crucial for a constructive feedback conversation. b. While it's important to address the impact of performance issues, leading with the negative consequences can make the employee feel attacked and less likely to engage constructively. Focus on creating a supportive dialogue that acknowledges challenges while moving towards solutions. 3. Did your manager put emphasis on either short or long term goals in your performance improvement plan? a. Providing specific examples makes the feedback more tangible and actionable for the employee. It helps them understand exactly what needs to change and why, leading to more focused improvement efforts. b. Keeping the discussion general might make it harder for the employee to grasp the full extent of the issues or know how to address them. Specificity is key in helping the employee understand and act on feedback.
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	4. Did your manager request your input in setting the time and frequency of follow-up? a. Offering reassurance before discussing consequences demonstrates support and builds trust. It makes the employee more open to hearing about the impact of their actions and collaborating on solutions. b. Discussing the consequences of underperformance is necessary, but leading with it can be overwhelming. Starting with reassurance could create a safer space for this difficult conversation. Button: Review Retry Main Menu
Interactivity & Programming Notes	
The report will slide from the left and include yes or no checkboxes depending on the answers. A retry option will be available for those who want to go through the scenario again. Lesson Completed Variable = True	

Lesson 6.1 Develop a Performance Improvement Plan	
Audio Narration	On-Screen Content

In certain instances, you will need to develop and introduce a Performance Improvement Plan (PIP) to the employee. A Performance Improvement Plan (PIP) should be introduced for an employee when there are clear, consistent signs of underperformance or behavioral issues that have not been resolved through regular feedback and coaching. In this section, we will cover different strategies of approaching this step in the conversation, and which ones can be most beneficial Select each item to learn more:	Text: In certain instances, you will need to develop and introduce a Performance Improvement Plan (PIP) to the employee. A Performance Improvement Plan (PIP) should be introduced for an employee when there are clear, consistent signs of underperformance or behavioral issues that have not been resolved through regular feedback and coaching. In this section, we will cover different strategies of approaching this step in the conversation, and which ones can be most beneficial Select each item to learn more: • Collaboratively Create a PIP vs. Dictate a PIP • Focus on One Issue at a Time vs. Focus on Multiple issues at a time • Immediate Goals vs Long-Term Goals • Collaborate in setting timing and frequency of follow-up vs Dictate the timing and frequency of follow-up Button: Collaboratively Create a PIP vs. Dictate a PIP Focus on One Issue at a Time vs. Focus on Multiple issues at a time Immediate Goals vs Long-Term Goals
Interactivity & Programming Notes	
Each button will guide learners to a separate slide covering that specific topic. Once the topic is completed the state will check to show a green checkmark to indicate completion and unlocking the next step in the process	

Lesson 6.2 Collaboratively Create a PIP vs. Dictate a PIP	
Audio Narration	On-Screen Content
Select each of the items to learn more about each approach:	Text: Select each of the items to learn more about each approach: Collaboratively Create a PIP: - Excellent strategy! Collaboratively creating a performance improvement plan empowers the employee and acknowledges their agency in their own development. - This approach fosters engagement, commitment, and a positive outlook on the improvement process. Dictate a PIP: - Dictating a performance improvement plan can make the employee feel overwhelmed and disempowered. - It's more effective to involve them in creating the plan, as it encourages ownership of their improvement and increases their motivation to change. Button: Collaboratively Create a PIP Dictate a PIP Next (When all options are reviewed)
Interactivity & Programming Notes	
Each of the Topic Buttons will display a different layer with additional information that can be reviewed about the subject Next button will only appear once all topics have been reviewed.	

Once the topic is completed the state will check to show a green checkmark to indicate completion and unlocking the next step in the process

Lesson 6.3 Focus on One Issue at a Time vs. Focus on Multiple issues at a time	
Audio Narration	On-Screen Content
Select each of the items to learn more about each approach:	Text: Select each of the items to learn more about each approach: ● Focus on One Issue at a Time: ○ Focusing on one issue at a time allows for more targeted improvement and reduces the chance of the employee feeling overwhelmed. ○ This approach promotes gradual, sustainable progress. ● Focus on Multiple issues at a time: ○ While addressing multiple issues might seem efficient, it can overwhelm the employee. ○ Ensure any multi-faceted approach is manageable, with clear, prioritized steps to prevent burnout. Button: Focus on One Issue at a Time Focus on Multiple issues at a time Next (When all options are reviewed)
Interactivity & Programming Notes	
Each of the Topic Buttons will display a different layer with additional information that can be reviewed about the subject Next button will only appear once all topics have been reviewed.	

Once the topic is completed the state will check to show a green checkmark to indicate completion and unlocking the next step in the process

Lesson 6.4 Immediate Goals vs Long-Term Goals	
Audio Narration	On-Screen Content
Select each of the items to learn more about each approach:	Text: Select each of the items to learn more about each approach: • Immediate Goals ○ Immediate, short-term goals can motivate with quick wins, helping rebuild the employee's confidence. ○ Ensure these goals are stepping stones towards broader objectives for sustained improvement. • Long-Term Goals ○ Setting long-term goals is important for sustained improvement, but it's crucial to break these down into achievable milestones to keep the employee engaged and prevent discouragement. Button: Immediate Goals Long-Term Goals Next (When all options are reviewed)
Interactivity & Programming Notes	
Each of the Topic Buttons will display a different layer with additional information that can be reviewed about the subject Next button will only appear once all topics have been reviewed. Once the topic is completed the state will check to show a green checkmark to indicate completion and unlocking the next step in the process	

Lesson 6.5 | Collaborate in setting timing and frequency of follow-up vs Dictate the timing and frequency of follow-up

Audio Narration

Select each of the items to learn more about each approach:

On-Screen Content

Text:

Select each of the items to learn more about each approach:

- **Collaborate in setting timing and frequency of follow-up**
 - Great choice! Involving the employee in scheduling follow-up meetings respects their input and preferences, reinforcing their commitment to the improvement process.
 - Regular, agreed-upon check-ins provide structure and support, crucial for effective performance improvement.
- **Dictate the timing and frequency of follow-up**
 - While it's important to establish follow-up meetings, deciding unilaterally can feel imposing to the employee.
 - Offering a sense of control over the process can enhance their engagement and commitment to the improvement plan.

Button:

Collaborate in setting timing and frequency of follow-up
Dictate the timing and frequency of follow-up
Next (When all options are reviewed)

Interactivity & Programming Notes

Each of the Topic Buttons will display a different layer with additional information that can be reviewed about the subject
Next button will only appear once all topics have been reviewed.
Once the topic is completed the state will check to show a green checkmark to indicate completion and unlocking the next step in the process

Lesson 6.6 Knowledge Check (Branching Scenario) Introduction	
Audio Narration	On-Screen Content
Now that you've learned the key concepts and strategies for effectively conducting performance improvement conversations, it's time to put your knowledge to the test. This scenario continues your conversation with Alex, with a focus on developing and introducing a performance improvement plan. Select the most appropriate answers to drive the conversation forward. Click Next to begin.	Text: Now that you've learned the key concepts and strategies for effectively conducting performance improvement conversations, it's time to put your knowledge to the test. This scenario continues your conversation with Alex, with a focus on developing and introducing a performance improvement plan. Select the most appropriate answers to drive the conversation forward. Click Next to begin. Button: Next
Interactivity & Programming Notes	

Next button leads to the beginning of scenario interaction

Lesson 6.7 Knowledge Check (Branching Scenario) 1	
Audio Narration	On-Screen Content
	Text: Select the most appropriate option: Say: • "Let's work together on a plan. What steps do you think would help you manage your workload more effectively?" • "Here's what I need from you moving forward: stricter adherence to deadlines, error-free work, and better communication." Outcome: • Alex feels empowered and involved, "I think prioritizing tasks and maybe some time management training would help." • Alex feels overwhelmed and micromanaged, "That's a lot to take in. I'll try, but I'm not sure where to start." Feedback: • Excellent strategy! Collaboratively creating a performance improvement plan empowers the employee and acknowledges their agency in their own

	development. This approach fosters engagement, commitment, and a positive outlook on the improvement process. Dictating a performance improvement plan can make the employee feel overwhelmed and disempowered. It's more effective to involve them in creating the plan, as it encourages ownership of their improvement and increases their motivation to change. Button: "Let's work together on a plan. What steps do you think would help you manage your workload more effectively?" "Here's what I need from you moving forward: stricter adherence to deadlines, error-free work, and better communication."
Interactivity & Programming Notes	
A conversation Thread will be displayed on the right with the options selected and Alex's responses. Feedback will be provided at the end of the Conversation with a Report	

Lesson 6.8 Knowledge Check (Branching Scenario) 2	
Audio Narration	On-Screen Content
	Text: Select the most appropriate option:

Say:

- "Let's start by focusing on improving time management, as this seems to be a root cause. Once we see progress there, we can tackle the next area."
- "We should look at both the missed deadlines and the errors in your reports. Addressing time management and attention to detail concurrently could be beneficial."

Outcome:

- Alex feels relieved and focused, "That sounds like a manageable plan. Improving one area at a time feels less overwhelming."
- Alex feels a bit overwhelmed but motivated, "It's a lot, but with some support, I think I can manage both areas."

Feedback:

- Focusing on one issue at a time allows for more targeted improvement and reduces the chance of the employee feeling overwhelmed. This approach promotes gradual, sustainable progress.
- While addressing multiple issues might seem efficient, it can overwhelm the employee. Ensure any multi-faceted approach is manageable, with clear, prioritized steps to prevent burnout.

Button:

	"Let's start by focusing on improving time management, as this seems to be a root cause. Once we see progress there, we can tackle the next area." "We should look at both the missed deadlines and the errors in your reports. Addressing time management and attention to detail concurrently could be beneficial."
Interactivity & Programming Notes	
A conversation Thread will be displayed on the right with the options selected and Alex's responses. Feedback will be provided at the end of the Conversation with a Report	

Lesson 6.9 Knowledge Check (Branching Scenario) 3	
Audio Narration	On-Screen Content
	Text: Select the most appropriate option: Say: • "For the next month, let's aim for all your reports to be submitted on time. This immediate goal will help us build momentum." • "Over the next six months, we'll work towards not only meeting deadlines but also improving the overall quality of your reports."

	Outcome: • Alex is motivated by the achievable target, "I'm confident I can meet that goal. It'll be good to have a clear focus." • Alex appreciates the long-term perspective, "It's reassuring to have a broader timeframe to work on these improvements." Feedback: • Immediate, short-term goals can motivate with quick wins, helping rebuild the employee's confidence. Ensure these goals are stepping stones towards broader objectives for sustained improvement. • Setting long-term goals is important for sustained improvement, but it's crucial to break these down into achievable milestones to keep the employee engaged and prevent discouragement. Button: "For the next month, let's aim for all your reports to be submitted on time. This immediate goal will help us build momentum." "Over the next six months, we'll work towards not only meeting deadlines but also improving the overall quality of your reports."
Interactivity & Programming Notes A conversation Thread will be displayed on the right with the options selected and Alex's responses.	

Feedback will be provided at the end of the Conversation with a Report

Lesson 6.10 | Knowledge Check (Branching Scenario) 4

Audio Narration

On-Screen Content

Text:

Select the most appropriate option:

Say:

- "I think regular check-ins will help us track your progress. What frequency and format do you think would be most helpful for you?"
- "I'll schedule monthly meetings to review your progress. It's important we stay on top of this."

Outcome:

- Alex feels respected and more committed to the process, "Could we start with bi-weekly check-ins? That would give me some time to show progress."
- Alex feels a bit dictated to but agrees, "Okay, I understand the need for these meetings."

Feedback:

- Great choice! Involving the employee in scheduling follow-up meetings respects their input and preferences, reinforcing their commitment to the improvement process. Regular, agreed-upon check-ins provide structure and support, crucial for effective performance improvement.
- While it's important to establish follow-up meetings, deciding unilaterally can feel imposing to the employee. Offering a sense of control over the process can enhance their engagement and commitment to the improvement plan.

Button:

"I think regular check-ins will help us track your progress. What frequency and format do you think would be most helpful for you?"

"I'll schedule monthly meetings to review your progress. It's important we stay on top of this."

A conversation Thread will be displayed on the right with the options selected and Alex's responses.
Feedback will be provided at the end of the Conversation with a Report

Lesson 6.11 | Knowledge Check (Branching Scenario) Results

Audio Narration	On-Screen Content
	Text: Now that you have completed the second part of the performance improvement conversation, it is time to see how Alex thinks you did. Select the button below to review Alex's feedback: Button: View Results
Interactivity & Programming Notes	
A conversation Thread will be displayed on the right with the options selected and Alex's responses. Feedback will be provided at the end of the Conversation with a Report	

Lesson 6.12 | Knowledge Check (Branching Scenario) Results Report

Audio Narration	On-Screen Content
	Text:

The 1-on-1: Your Feedback
Click Review to learn more.

5. Did your manager collaborate with you in developing your performance improvement plan?

- a. Excellent strategy! Collaboratively creating a performance improvement plan empowers the employee and acknowledges their agency in their own development. This approach fosters engagement, commitment, and a positive outlook on the improvement process.
- b. Dictating a performance improvement plan can make the employee feel overwhelmed and disempowered. It's more effective to involve them in creating the plan, as it encourages ownership of their improvement and increases their motivation to change.

6. Did your manager focus on one core issue for your performance improvement plan?

- a. Focusing on one issue at a time allows for more targeted improvement and reduces the chance of the employee feeling overwhelmed. This approach promotes gradual, sustainable progress.
- b. While addressing multiple issues might seem efficient, it can overwhelm the employee. Ensure any multi-faceted approach is manageable, with clear, prioritized steps to prevent burnout.

7. Did your manager put emphasis on either short or long term goals in your performance improvement plan?

- a. Immediate, short-term goals can motivate with quick wins, helping rebuild the employee's confidence. Ensure these goals are stepping stones towards broader objectives for sustained improvement.
- b. Setting long-term goals is important for sustained improvement, but it's crucial to break these down into achievable milestones to keep the employee engaged and prevent discouragement.

8. Did your manager request your input in setting the time and frequency of follow-up?

- a. Great choice! Involving the employee in scheduling follow-up meetings respects their input and preferences, reinforcing their commitment to the improvement process. Regular, agreed-upon check-ins provide structure and support, crucial for effective performance improvement.
- b. While it's important to establish follow-up meetings, deciding unilaterally can feel imposing to the employee. Offering a sense of control over the process can enhance their engagement and commitment to the improvement plan.

	Button: Review Retry Main Menu
Interactivity & Programming Notes	
The report will slide from the left and include yes or no checkboxes depending on the answers. A retry option will be available for those who want to go through the scenario again. Lesson Completed Variable = True	

Lesson 7.1 The Importance of Follow-Up	
Audio Narration	On-Screen Content
Following up after a performance improvement conversation is crucial to the success of any development plan. It serves as a mechanism for accountability, ensuring that the employee remains focused on their improvement goals. Select each of the items below to learn more	Text: Following up after a performance improvement conversation is crucial to the success of any development plan. It serves as a mechanism for accountability, ensuring that the employee remains focused on their improvement goals. Select each of the items below to learn more: Schedule Regular Check-ins: - Consistency is Key: Set regular, scheduled meetings to discuss progress, challenges, and

	successes. These could be weekly or bi-weekly, depending on the PIP's timeline. ○ Maintain Open Communication: Encourage ongoing dialogue outside of scheduled check-ins to foster an environment where the employee feels supported and can seek guidance as needed. ● Measure Progress Against Specific Goals: ○ Use Clear Metrics: Ensure that the goals set in the PIP are measurable and time-bound. During follow-ups, review these metrics to assess progress. ○ Document Changes: Keep a record of the employee's performance improvements or areas that still need enhancement. This documentation can be useful for both the manager and the employee to visualize progress. ● Adjust the Plan as Needed: ○ Be Flexible: If it becomes clear that certain goals are unattainable or not relevant anymore, be prepared to adjust the PIP accordingly. The aim is the employee's improvement and development, not rigid adherence to an initial plan. ○ Involve the Employee in the Process: Engage the employee in discussions about their Schepprogress and any adjustments to the plan. This inclusion can increase their commitment and ownership of their improvement. ● Offer Resources and Support: ○ Provide Tools for Success: If the employee needs additional resources, training, or
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	mentoring, make these available. The goal of a PIP is to support improvement, not to penalize. ○ Encourage Self-Reflection: Guide the employee towards self-assessment and reflection on their performance and the changes they are making. ● Review the PIPs Completion: ○ Formal Review Meeting: At the end of the PIP period, have a formal meeting to review the employee's progress against the plan's objectives. ○ Discuss Next Steps: Depending on the outcome, discuss the next steps. This could include the conclusion of the PIP with recognition of improvement, extension of the plan, or other actions as dictated by the organization's policies and the employee's performance. ○ Button: Schedule Regular Check-ins Measure Progress Against Specific Goals Adjust the Plan as Needed Offer Resources and Support Review the PIPs Completion Back button (on each layer)
Interactivity & Programming Notes	
Each button will display the layer containing the pertaining information for that benefit. Variables will be set to ensure all layers have to be viewed before Next button appears	

Audio Narration	On-Screen Content
Now that you've learned the key concepts and strategies for effectively following up performance improvement conversations, it's time to put your knowledge to the test. Click Next to begin.	Text: Now that you've learned the key concepts and strategies for effectively following up performance improvement conversations, it's time to put your knowledge to the test. Click Next to begin. ○ Button: Next
Interactivity & Programming Notes	
Nextbutton will guide the learner to the next question	

Lesson 7.3 Knowledge Check Question 1	
Audio Narration	On-Screen Content
	Text: Why is consistent follow-up crucial after implementing a PIP for an employee? • To ensure the employee feels continuously scrutinized and under pressure. (Incorrect) • To monitor progress, provide ongoing support, and make necessary adjustments to the plan. (Correct) • To gather evidence for potential termination of the employee. (Incorrect)

- To increase the workload and stress levels of the employee as a motivational tool. (Incorrect)

Feedback

- **Correct Feedback:** Consistent follow-up is crucial because it allows the manager to monitor the employee's progress, provide ongoing support, and make necessary adjustments to the plan. This process ensures the PIP is effective and helps guide the employee towards successful performance improvement.
- **Incorrect Feedback:** It's not just about monitoring progress; follow-up is a tool to pressure the employee into performance. (This perspective is incorrect because the primary goal of follow-up is to support and facilitate improvement, not to exert pressure or induce stress.)

Button:
Submit

Interactivity & Programming Notes

Submit button will guide the learner to the next question

Lesson 7.3 Knowledge Check Question 2	
Audio Narration	On-Screen Content
	Text: What are effective ways to measure an employee's progress during a PIP? • By observing the employee's stress levels and personal discomfort. (Incorrect) • Using subjective opinions and general impressions from coworkers. (Incorrect) • Through specific, measurable goals and regular performance reviews against these benchmarks. (Correct) • Counting the number of hours the employee stays late at work. (Incorrect) Feedback • Correct Feedback: Effective measurement involves using specific, measurable goals and conducting regular performance reviews against these benchmarks. This approach provides clear, objective data on the employee's progress and areas needing further improvement. • Incorrect Feedback: Measuring progress by the amount of time an employee stays late at work is a good indicator of their dedication and improvement. (This is incorrect because staying late may not directly

	correlate with productive output or improvement in performance areas identified in the PIP.) Button: Submit
Interactivity & Programming Notes	
Submit button will guide the learner to the next question	

Lesson 7.4 Knowledge Check Question 3	
Audio Narration	On-Screen Content
	Text: What types of support and resources can be most beneficial to an employee on a PIP? - Publicly discussing the employee's performance issues to solicit team feedback. (Incorrect) - Providing targeted training, mentoring, and access to professional development resources. (Correct)

	- Increasing the employee's workload to test their ability to manage stress. (Incorrect) - Limiting access to support until improvements are seen, to encourage independence. (Incorrect) Feedback Correct Feedback: Targeted training, mentoring, and access to professional development resources are beneficial as they directly address the employee's specific areas for improvement and contribute to their overall growth and development. Incorrect Feedback: Limiting support until improvements are observed can motivate the employee to work more independently and improve performance. (This is incorrect because withholding support can hinder the employee's ability to improve and may lead to further disengagement and stress.) Button: Submit
Interactivity & Programming Notes	
Submit button will guide the learner to the results slide	

Lesson 7.5 Knowledge Check Results Slide	
Audio Narration	On-Screen Content
	Text: Results

	x/3 correct You passed! You did not pass! Click Next to continue to the end of the course Click retry to complete the knowledge check again. Button: Next Retry
Interactivity & Programming Notes	
Learners will be considered passed when $\frac{2}{3}$ correct or more If not, they will need to retry	

Lesson 8.1 Conclusion Slide	
Audio Narration	On-Screen Content
Congratulations! You have now completed Empowering Leadership: Mastering Feedback Conversations. Now you are properly equipped with the tools you need to conduct performance improvement conversations with your employees. Click exit to close this course	Text: Congratulations! You have now completed Empowering Leadership: Mastering Feedback Conversations. Now you are properly equipped with the tools you need to conduct performance improvement conversations with your employees. Click exit to close this course

	Button: Exit
Interactivity & Programming Notes	
Exit button closes the course	

