THE PROCESS	PERFORMANCE CONTRACTING	AWARENESS	CONTINUOUS IMPROVEMENT	EVALUATE
	"What do I want to achieve?" "How will this positively impact business performance?"	"How do I perform now?" "What are my preferences?"	"What activity and feedback will get me to my goals?"	"How have I changed?" "Have I achieved the stated goals?"
Activities	Contracting and planning	Diagnosis, assessment and planning	Implementing action plan to achieve goals	Assessment of performance and process
Example supporting tools	• 3-way Contracting template	• 360° feedback • Coach observation • Psychometric tools (e.g. MBTI, Firo B) • Performance reviews	• One-to-one discussions/questioning • Shadowing • Role play • Reading/research • Observation & feedback • Courses/training • Brainstorming, developing, converging techniques	• Self report • Manager observations /feedback • Input from coach • Repeat 360° process • Performance against business goals
Outcomes	• Clarity and alignment around intervention & goals • Agreed accountabilities • Outline intervention roadmap	• Self-awareness • Desire to change • Development plan	• Skill building • Knowledge • Enhanced confidence	• Sustained behaviour change • Enhanced performance and organisation value

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