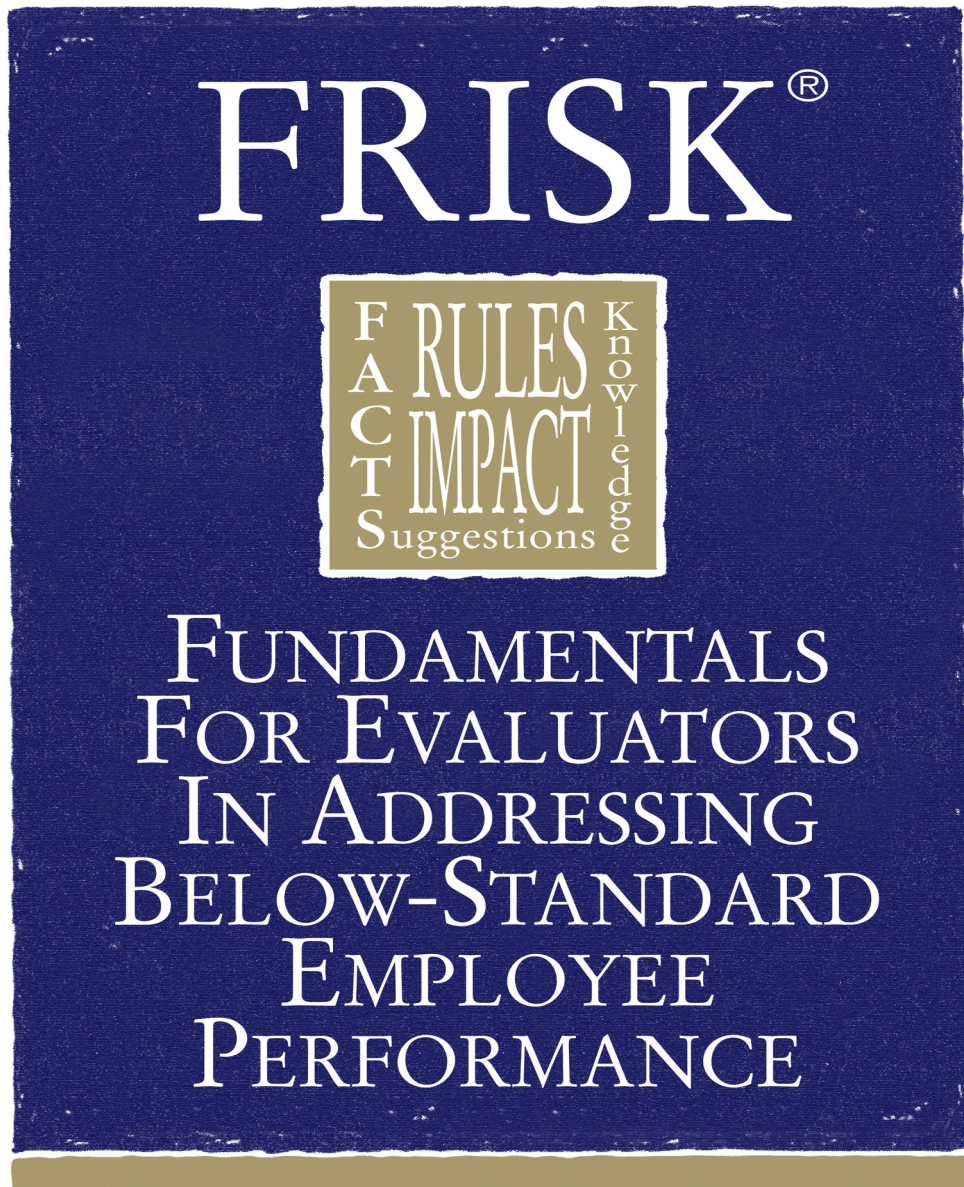


# NEW FRISK®

Higher Education Edition  
and  
AALRR Leadership Training



Learn Critical Management Feedback Techniques for  
Better Employee Performance and Accountability

**aalrr**

*Atkinson, Andelson, Loya, Ruud & Romo*

# NEW FRISK® Higher Education Edition

“Effective evaluators must know WHAT to say and HOW to frame the feedback message. Most employees are capable, willing and able to correct performance deficiencies, but have not received clear guidance. A few employees are indifferent, unwilling or unable to correct substandard performance and require formal documentation to motivate improvement and, if necessary, provide a legal basis for discipline. Too often, evaluators have not been trained to address either situation. The end result is that conscientious employees may fail due to inadequate feedback, while the few indifferent or incapable employees cannot be disciplined because of incomplete documentation. The objective of FRISK® is to increase an evaluator’s skills, knowledge and ability to address both issues.” **Steven Andelson, FRISK® Author/Partner, AALRR**

## FRISK® Handbook

The FRISK® handbook is a proven communication model designed to aid evaluators in addressing below-standard employee performance. It has been used since 1996 by community and state colleges, universities, school districts, county offices of education and professional management associations as an effective desktop resource and insightful learning tool. The handbook lays out, in clear and understandable language, the key communication elements necessary to promote positive change and, when necessary, support a legal basis for discipline.

### The New FRISK® Higher Education Edition Includes:

- In-depth analysis and restructuring of the FRISK® communication components, including FRISK® skill tips, practical checklists and new examples.
- Clear, comprehensive review of progressive intervention strategies to foster and motivate performance improvement.
- New chapter on delivering the FRISK® message which focuses on the “art of changing behavior” in the workplace, using values-based behaviors, communication and cognitive skills to influence employee cooperation for change.
- New chapter on strategically planning FRISK® communications through multiple self-examining questions tied to committing, timing, setting, planning, and delivering the FRISK® message.
- New chapter on FRISK® templates and sample documents, including a document planning map.

# FRISK® Leadership Support Programs

## FRISK® Trainings

### **Basic FRISK®**

Focuses on the five communication elements of FRISK®. Key points, examples and scenarios are reviewed and discussed to emphasize the importance of each feedback element in addressing below-standard employee performance.

### **Advanced FRISK®**

Examines the FRISK® elements and progressive intervention techniques in greater depth. Participants are involved in writing FRISK® responses to hypothetical scenarios which are reviewed and analyzed in an open, interactive discussion.

### **Validating the Facts Through Investigation (PROOF®)**

Explores the investigatory process of validating facts. Basic standards relating to gathering facts, interviewing witnesses, and weighing credible evidence are reviewed and analyzed using examples and hypotheticals.

### **Framing the FRISK® Message to Influence Change**

Reviews strategies on HOW to deliver the FRISK® message to influence employee cooperation for change. Key communication skills and evaluator behaviors to support cooperative change are explored through interactive discussion and practice.

### **Aligning FRISK® and Formal Evaluations**

Reviews the relationship between FRISK® and formal evaluations. Techniques for integrating evaluation procedures and criteria with FRISK® documents are examined, using examples and scenarios to emphasize key points.

### **Strategic Planning for Employee Dismissal**

Explores strategies and procedural issues relating to meeting management's burden of proof in dismissing employees.

### **Personal Coaching**

Provides hands-on mentoring for evaluators by AALRR attorneys and experienced personnel administrators to increase effectiveness in addressing below-standard employee performance. Coaches will work with individual evaluators to build capacity and skills in handling challenging performance interventions.

# FRISK® Acknowledgements

- “The FRISK® handbook provides an exceptionally thorough and insightful strategic approach in addressing deficiencies in employees’ work performance. The handbook clearly lays out the key elements required to be included in critical feedback and concisely solidifies the primary communication skills and leadership behaviors that are needed to influence change in employee performance. FRISK® unquestionably is the most valuable management resource for addressing employees’ work performance issues and should be accessible to every manager.” ***Contra Costa Community College District***
- “FRISK® is an extremely effective framework for evaluators in providing constructive feedback to change employee behavior and create legally defensible documentation in the event discipline is required. ***Cerritos Community College District***
- “The FRISK® model provides solid, practical information for administrators in addressing employee improvement and accountability. Its communication framework and review of critical leadership skills is highly effective and extremely adaptable in influencing employee change in performance. The model offers the best foundation for administrators in affecting employee improvement and, where necessary, providing a clear, effective and consistent approach to discipline.” ***South Orange County Community College District***
- “The new chapter on Framing the FRISK® Message adds the valuable missing piece from most documentation models: knowing HOW to deliver feedback to influence positive change in employee performance. What a practical and extraordinary gift for evaluators!” ***Marilyn Tabor, Organizational Dynamics Associates***
- “FRISK® is an easily adaptable and exceptional resource for administrators in developing skills and competencies in understanding the complex steps of promoting change in underperforming employees and supporting employee accountability. Its primary focus is achieving positive change through clear, accurate and constructive communication techniques and effective leadership skills to aid, refine and correct job performance, prior to discipline. Absent improvement, the handbook lays out, in clear and straightforward terms, the key feedback elements and progressive discipline steps to ensure legally sufficient documentation for necessary discipline. FRISK® should be a mandatory resource and training program for all managers.” ***Shasta College***
- “Our managers have commented that FRISK® is the best tool for changing the behavior of poor-performing employees through constructive feedback, as well as providing appropriate documentation to support disciplinary action when necessary.” ***California State University, Dominguez Hills***
- “The fundamentals laid out in FRISK® are essential for any manager. FRISK® addresses both the key content elements that should be included in critical feedback to underperforming employees and the art of delivering the critical feedback through effective and insightful leadership skills that support employee cooperation for change. Every manager (new or experienced) can benefit from the clear, insightful and simple application of the FRISK® handbook and trainings.” ***Cuesta Community College***
- “FRISK® is a uniquely practical model that plainly spells out the necessary communication components required for critical feedback to promote satisfactory performance. It is fairly balanced to provide the employee reasonable time to improve. Absent improvement, FRISK® offers a clear foundation for establishing documentary evidence to support discipline. The handbook blends the technical aspects of feedback content with the necessary skills for delivering the message to best influence improved employee performance.” ***North Orange County Community College District***
- “The FRISK® handbook and trainings are essential tools and valuable resources for administrators in understanding and managing critical performance feedback and improvement. FRISK® provides an insightful and organized approach in addressing the complex interaction of performance feedback, effective communication techniques and key leadership skills to best support employee change in the work place. It uniquely combines the ‘science’ of effective feedback and documentation with the ‘art’ of changing behavior.” ***Coast Community College District***

**Please contact the AALRR Leadership Training Department at 562.653.3200 for any questions concerning the FRISK® program, book orders, or training.  
Or visit <http://aalrr.com/publications/frisk> — for additional ordering information.**