# **CoachStation: Employee Assessment 9-Blocker**



# **Performance**



**Performance** (x-axis): The accomplishment of a given task measured against pre-set, known standards of accuracy, completeness, cost, and speed. Performance (based on current job):

- a) Delivers business/functional results
- b) Demonstrates core competencies
- c) Acts in the spirit of the company values

Performance management reminds us that being busy is not the same as producing results. It reminds us that training, strong commitment and lots of hard work alone are not results. **The major contribution of performance management is its focus on achieving results** -- useful products and services for customers inside and outside the organisation. Performance management redirects our efforts away from 'busyness toward effectiveness'.

**Potential** (y-axis): Having or showing the capacity to excel in their current role and also look to the future. Underlying qualities or abilities that may be developed to influence current and future success or usefulness. High potentials consistently and significantly outperform their peer groups in a variety of settings and circumstances. While achieving these superior levels of performance, they exhibit behaviors that reflect the company culture and values in an exemplary manner. Moreover, they show a strong capacity to grow and succeed throughout their careers within an organisation—more quickly and effectively than their peer group.

Behaviours (assess out of 10): the combination of a positive mindset and a specific set of positive behaviours

- Team-work & Self Reliance: able to work in different settings
- Altruism: working well with and for the good of others
- Emotional Intelligence: being aware of one's impact on others and of their impact on you and responding accordingly
- Problem Solving: recognise problems & know how to solve them
- Creativity: able to offer solutions or work with others to do this
- Organisation: structured, planned, calm and a sense of control
- Continuous Improvement: investing in self and others to be better seeks opportunity and rarely comfortable with the norm
- Conscientious: delivers on time and on target whilst helping others
- Concern for Standards: ensuring delivery of high quality work
- Ambition: to be aspirational and want to grow, through inclusion and assisting others as well as self
- Integrity: always displaying consistency, honesty, and truthfulness or accuracy in words and actions.

## **Behavioural Assessment Key:**

- **1-2** = No positive demonstration of behaviours. Almost always presents a negative view and no team-orientation. Very little self-awareness.
- **3-4** = Very little or patchy positive behaviours shown. Mostly focused on self. Predominantly a negative perspective. Lower standards and EI awareness.
- **5-6** = Sometimes focuses on others generally focused on self. Can work in a team and contributes as required, with some proactivity. Some El awareness.
- **7-8** = Puts others needs equal to self team player. Proactive regularly thinks about role and improvement. Well organised and often delivers extra.
- 9-10 = Actively supports and develops others and is a 'giver' by nature. Rarely have to follow up. High El and standards. Delivers beyond expectations.



## High

Potential

### **Does Not Meet Expectations**

#### **Meets Expectations**

#### **Exceeds Expectations**

May be an individual who has recently been promoted and hasn't had the opportunity to demonstrate higher performance. Focus on coaching and a solid development plan. If an individual has been in the role for some time, there may be a serious issue (derailer).

A valuable asset for the future. There is still room for maximizing performance in current role; potential many not be fully realized yet. Focus on increasing performance contribution to high, after which greater challenge and/or broader scope are likely.

Has mastered current role and is ready (and anticipating) a new challenge. Next steps are to provide greater scale and/or scope or a new assignment which will stretch them in a significant way or will provide new or missing skills. Retention is critical. These are future leaders of the company.

## Stretch/Develop

#### Stretch

Develop

Shows some potential but performance is considered low. Focus on reasons for low performance and actions to improve it. If there isn't an improvement, potential should be reassessed and a performance improvement plan put in place.

Has potential for increased accountabilities and is meeting. current performance expectations. Development focus: Increase performance contribution to "high" with further assessment of potential growth.

Is exceeding performance expectations and is a good candidate for growth and development, Employee development should focus on specific gaps - i.e. what is needed to broaden or to move to the next level of responsibility.

#### Observe

Develop

Stretch/Develop

Not meeting performance expectations and demonstrates limited potential. Focus should be on significant performance improvement or finding a more suitable role (internal or external)

Consistent contributor, but shows limited potential. Focus on maximizing performance while assessing future potential and/or a more suitable role. May need a plan for a successor. In some cases, if performance declines or is blocked, retention may be reviewed.

A strong performer but unlikely to move to a higher-level role. Engagement will be important for continued motivation and retention. May be of real value for developing others. Professional, business, or content experts may fall into this box.

#### Observe/Exit

Observe

Develop

# Performance (based on current job)

Low



High