

## Employee Performance Evaluation: 9-Blocker

Assessing employee performance involves evaluating various key elements that contribute to their effectiveness and productivity within an organisation. These elements are crucial for providing a comprehensive understanding of an employee's contributions and identifying areas for improvement.

In a workplace setting, the alignment between performance and behaviors is essential when assessing employees in an employee review context. **Performance refers to the achievement of goals and objectives, while behaviors encompass how individuals conduct themselves and interact with others.** The assessment of both performance and behaviors allows for a comprehensive evaluation of an employee's effectiveness.

Additionally, it is crucial to recognise that both performance and behaviors are closely linked to an individual's personal values. **Personal values serve as guiding principles that shape an employee's actions and decisions in the workplace.** When an employee's personal values are being met consistently and align with the values of the organisation, it enhances the likelihood of higher engagement and commitment, amongst other benefits.

There is a strong connection between performance, values and behaviours, however we have found that measuring all three elements provides the most robust and detailed view of an employee. Most importantly, this process provides a significantly greater opportunity for an effective, meaningful and legitimate conversation that leads to improvement.

Assessing performance and behaviors in relation to personal values ensures that employees not only deliver results but also exhibit behaviors that align with the ethical standards and principles of the organisation. This alignment fosters a positive work environment, promotes teamwork and collaboration, and contributes to the overall success of the organisation.

### How to use the tool

We have created a reference point and summary statement for each block, broadly describing the existing strengths and potential development area for each block/person. It is important to note that it is not only important to accurately assess which block most appropriately aligns to each participant, but also where in each block they sit is critical. When using our 9-blocker tool, assess performance against the X-axis and align the Y-axis to values.

The process requires you to assess each team member against the criteria, descriptions and phrases provided. This provides a much more accurate, objective and less 'personality-based' and biased perspectives. There is a fine line at the mid-point of both the x and y axes on the model. If someone is slightly above average, they should be placed to the right or above this line, reflecting your view. Depending on how much they are performing or aligned to values, will dictate exactly where you place them on the chart, incrementally moving them up or down, right to left, depending on how their performance and values alignment fit against the criteria.

By printing a copy of the model to be applied annually, you will be able to track the improvement or decline of each team member over a consistent period. It is most optimal to work through the process at least 6-monthly, although our most successful clients and leaders update the model quarterly.

The opportunity to assess others and self-assess provides the most beneficial process. Ideally, the leader will assess each team member and the team members will also assess themselves. The point of the tool is to trigger discussion and increase understanding, providing more detail and clarity regarding what is going well and areas for improvement. We regularly see this enhances the conversation and reduces subjectivity, whilst providing common language examples.

**CoachStation Team Member Performance Evaluation: 9-Blocker**



- 1. Exemplary Leader (High Performer with Aligned Values):** This employee demonstrates exceptional performance and exhibits a strong alignment with personal values and organisational values. They consistently deliver outstanding results and serve as a role model for others. Opportunity: Provide leadership opportunities, secondments, delegate additional responsibilities, and recognise their contributions to encourage further growth and development., whilst actively considering future roles.
- 2. Valued Contributor (Solid Performer with Aligned Values):** This employee consistently meets or exceeds performance expectations and demonstrates strong alignment with personal and organisational values. They contribute effectively to the team and organisational goals, displaying reliability and a commitment to excellence. Opportunity: Provide opportunities for professional growth, acknowledge their contributions, and consider them for projects or assignments that capitalise on their skills and values alignment, focusing on building greater competence and capability in their role.
- 3. Potential Growth (Developing Performer with Aligned Values):** This employee shows potential for growth and improvement, aligning with personal values and organisational values. Although their performance may not be at the same level as others, they exhibit a willingness to learn and improve. Opportunity: Provide mentoring, coaching, and targeted development opportunities to enhance their skills, performance, and values alignment. Offer guidance and clear expectations to help them reach their potential.
- 4. Key Contributor (High Performer with Moderate Values Alignment):** This employee consistently achieves high performance levels, but their alignment with personal values and organisational values is not fully developed. Opportunity: Engage in conversations to explore the reasons behind the misalignment, provide feedback on the values aspect, and encourage the employee to enhance their values alignment through coaching and mentorship.

5. **Reliable Performer (Solid Performer with Moderate Values Alignment):** This employee demonstrates solid performance but exhibits some gaps in personal values and organisational values alignment. Opportunity: Engage in open communication, provide mentoring or coaching to align their behaviors and decisions with their personal values and organisational values, and offer support in their professional development.
6. **Coaching Opportunity (Developing Performer with Moderate Values Alignment):** This employee requires guidance and coaching to improve their performance and align their personal values with organisational values. Opportunity: Provide clear expectations, constructive feedback, and targeted coaching to help them develop their skills, enhance their performance, and align their behavior with personal and organisational values.
7. **High Potential (High Performer with Limited Values Alignment):** This employee demonstrates high performance levels but exhibits misalignment with personal values and organisational values. Opportunity: Engage in open dialogue, clearly communicate personal and organisational values, and explore strategies to align their behavior and decisions with the desired values to ensure long-term success and fulfillment.
8. **Role Redefinition (Solid Performer with Limited Values Alignment):** This employee performs at a satisfactory level but shows significant misalignment with personal values and organisational values. Opportunity: Reevaluate their role and responsibilities and consider whether a different position or a realignment of responsibilities could better utilise their skills and alignment to values.
9. **Performance Concern (Developing Performer with Limited Values Alignment):** This employee struggles to meet performance expectations and exhibits misalignment with personal values and organisational values. Opportunity: Provide targeted performance improvement plans, clear expectations, and ongoing support to address performance concerns and values misalignment. Consider additional training or development opportunities to support their growth and alignment with personal and organisational values, with expectations of specific timelines and targets.

The assessment provided in the 9-Blocker is subjective and should be used as a starting point for discussions and actions supporting employee development, performance improvement and growth.

### Performance (x-axis):

Performance refers to an individual's ability to achieve set goals and objectives while meeting or surpassing predefined performance standards. Goal achievement plays a pivotal role, indicating how effectively employees accomplish their assigned tasks and objectives. This element encompasses factors such as task completion, meeting deadlines, and achieving quantitative targets, and delivering results within the expected parameters.

Additionally, competencies and skills are assessed, evaluating the level of expertise, knowledge, and abilities individuals possess to perform their role successfully. This may include technical skills, problem-solving capabilities, and adaptability.

When assessing performance, incorporate behavioural aspects, examining how your team member interacts and collaborates within the organisational context. Communication skills, teamwork, and leadership abilities are evaluated to determine an employee's effectiveness in their role. Additionally, innovation and creativity contribute to performance evaluation, recognising employees who generate new ideas, approaches, or solutions to enhance productivity or address challenges.

Competencies and skills play a significant role in assessing performance. This involves evaluating the employee's knowledge, expertise, and proficiency in performing their job duties.

### Personal Values (y-axis):

Assessing performance and behaviors in relation to personal values ensures that employees not only deliver results but also exhibit behaviors that align with the ethical standards and principles of the organisation. This alignment fosters a positive work environment, promotes teamwork and collaboration, and contributes to the overall success of the organisation.

The Y-axis, representing values assesses elements such as integrity, accountability, respect, autonomy and professionalism. Values-based assessment emphasises the importance of ethical conduct and compliance, fostering a positive and supportive work culture.

When individuals live their personal values consistently, it fosters a sense of authenticity and integrity. Consistently upholding personal values enables individuals to establish trust, build strong relationships, and demonstrate a high level of ethical conduct.

Personal values form the foundation for a positive and productive workplace environment. By embracing and applying these values in practice, employees can contribute to a culture of trust, collaboration, innovation, and overall success.

The secondary alignment of personal values with company values further enhances performance and organizational culture. When personal values are in harmony with company values, employees are more likely to demonstrate behaviors such as integrity, accountability, respect, and professionalism. These behaviors, rooted in personal values, create a culture of trust, authenticity, and shared purpose within the organisation. This alignment promotes a sense of shared purpose, reinforces a positive work culture, and contributes to the overall success of the company.

Ultimately, you are assessing both personal values and alignment to organisational values i.e. the awareness and demonstration of an individual's own values and to what degree do they encourage and live the organisation's values.

---

### Behaviours (assess out of 10):

Behavioural aspects are also crucial in performance assessment. This includes evaluating an employee's ability to work well with others, demonstrate effective teamwork, and exhibit positive interpersonal skills. It considers their communication style, collaboration, leadership potential, and the ability to handle conflicts or challenges in a professional manner.

Furthermore, innovation and creativity are important elements to consider. Assessing an employee's ability to generate new ideas, think critically, and find innovative solutions can significantly impact their competence and reputation. This element encourages employees to think outside the box, adapt to changing circumstances, and contribute to the growth and improvement of the organisation.

Behavioural assessment allows us to look at how an individual goes about their work and achieves their objectives. Two people may both achieve their objectives, but one may have used more positive behaviours than the other (e.g. organised their time more effectively; interacted with others in a considerate manner). At CoachStation, we encourage the view that how we get there is at least as important as the result. When you focus on the input, there is opportunity to manage and influence the results and outputs. The concept of inputs is aligned to behaviours i.e. how we do what we do.

The following behaviours provide a base to work from when assessing members of your team. Of course, include any other behaviours that have been set as expectations and/or are included in the relevant role position description. We have provided examples and descriptions to provide a baseline of thinking and analysis of thought, which is the core to this tool being effective.

- 1. Integrity:** Acting with honesty, ethics, and moral principles. It involves being truthful, keeping promises, and maintaining confidentiality. Integrity means consistently demonstrating trustworthy behavior, being transparent, and adhering to ethical standards.
- 2. Accountability:** Taking responsibility for one's actions, decisions, and outcomes. It involves owning up to mistakes, learning from them, and seeking solutions. In practice, accountability means fulfilling obligations, meeting deadlines, and delivering results while accepting the consequences of one's choices.
- 3. Respect:** Treating others with dignity, fairness, and courtesy. It involves valuing diverse perspectives, listening actively, and showing empathy. Respect is demonstrated by promoting inclusivity, appreciating individual strengths, and fostering a positive and supportive work environment.
- 4. Professionalism:** Maintaining a high standard of behavior and appearance. It involves being punctual, reliable, and maintaining appropriate boundaries. In practice, professionalism means upholding professional ethics, communicating effectively, and displaying a positive attitude towards work and colleagues.
- 5. Collaboration:** Working effectively with others towards shared goals. It involves active participation, open communication, and willingness to compromise. Collaboration means fostering teamwork, valuing contributions from diverse team members, and seeking win-win solutions.
- 6. Adaptability:** Being flexible and open to change. It involves embracing new ideas, adjusting to shifting priorities, and learning from experiences. Adaptability means being receptive to feedback, embracing innovation, and proactively seeking opportunities for growth.
- 7. Excellence:** Striving for continuous improvement and delivering high-quality work. It involves setting high standards, attention to detail, and a commitment to personal growth. Excellence is demonstrated by seeking opportunities to enhance skills, seeking feedback, and consistently delivering exceptional results.
- 8. Initiative:** Taking proactive steps to drive positive change and contribute beyond assigned responsibilities. It involves identifying problems, proposing solutions, and being self-motivated. Applied in practice, initiative means taking ownership of tasks, seeking opportunities to learn and grow, and actively seeking ways to add value to the organisation.
- 9. Empathy:** Understanding and considering the feelings, perspectives, and needs of others. It involves active listening, showing compassion, and demonstrating understanding. In practice, empathy is displayed by actively effectively questioning and seeking to understand others, offering support, and fostering a collaborative and inclusive work environment.
- 10. Work-Life Balance:** Striving for a healthy integration of work and personal life. It involves setting boundaries, managing time effectively, and prioritising self-care. Work-life balance means managing workload, practicing self-care, and promoting a culture that supports employees' well-being.
- 11. Innovation:** Encouraging creativity, problem-solving, and continuous improvement. It involves challenging the status quo, generating new ideas, and embracing change. In practice, innovation is fostered by providing an environment that encourages experimentation, recognizing and rewarding creative thinking, and promoting a culture of learning and growth.
- 12. Customer/Stakeholder Focus:** Prioritising the needs and satisfaction of customers or clients. It involves understanding their requirements, providing excellent service, and building strong relationships. Customer focus means actively seeking feedback, anticipating customer needs, and striving to exceed expectations in delivering products or services.

### **Behavioural Assessment Key:**

The assessment key provides a rating scale that enables the evaluation of an employee's behaviors against the defined criteria. It allows for a fair and consistent assessment of the employee's performance in the workplace and organisational setting.

The ratings help identify areas of strength and areas that may require improvement or development. This assessment key serves as a valuable tool for providing feedback, setting performance goals, and supporting professional growth and development.

**1-2** = Consistently fails to meet expectations or displays concerning behavior. Almost always presents a negative view and no team-orientation. Very little or no self-awareness.

**3-4** = Limited or patchy positive behaviours shown - demonstrates occasional lapses or inconsistencies in behavior. Mostly focused on self. Predominantly a negative perspective. Low standards and EI awareness.

**5-6** = Generally meets expectations but with occasional room for improvement. Sometimes focuses on others however most focused on self. Can work in a team and contributes as required, with some proactivity. Limited Emotional Intelligence awareness and application.

**7-8** = Consistently displays positive behavior and exceeds expectations in some areas. Puts others needs equal to self and is generally seen as a team player. Proactive - regularly thinks about their role and areas of improvement. Well organised and often delivers extra.

**9-10** = Demonstrates outstanding behavior and consistently exceeds expectations. Actively supports and develops others and is a 'giver' by nature. Rarely must follow up. High Emotional Intelligence and standards. Delivers beyond expectations, sets a benchmark for exemplary behavior and is a role model for others.