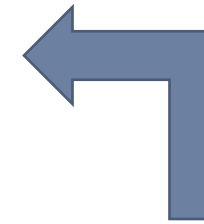




Invigorate



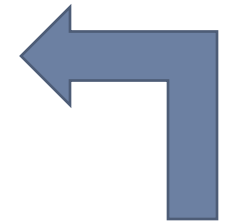
Insights		Actions
Rising Performer	<p>This team member shows up every day ready to perform and is contributing on average above their peers.</p> <p>This team member consistently delivers and has good behavioral competencies.</p> <p>Emphasize ways in which the independence. Invigorate this player.</p> <p><u>Why is this important?</u></p> <p>This is a rising performer in your organization and giving your organization an edge over the competition.</p>	<ul style="list-style-type: none"> Rising Performers need a push, a nudge or motivator. Something to ignite the fire. When properly motivated team members can help improve your edge over the competition. They key is three-fold: <ul style="list-style-type: none"> Identifying their potential



Motivate



Insights		Actions
Steady Performer	<p>This is the type of team member who shows up every day and delivers reliable performance and has adequate behavioral competencies.</p> <p>The question is, does this team member have the potential to contribute at a higher level?</p> <p>You as the manager should guide them so they should focus on improving their performance as a team member to explore their potential.</p> <p><u>Why is this important?</u></p> <p>This is a steady performer in your organization maintain a competitive edge in the marketplace.</p>	<ul style="list-style-type: none"> Ask for their opinion on how to make something top rate or best in class. It's important you act on their feedback.



Educate



Insights		Actions
Improvement Performer	<p>This is an improvement performer typically in the lower 35% of an organization's talent. They are contributing below their peers but have the potential to improve.</p> <p>Provide coaching to educate this team member on areas of primary concern regarding overall performance and/or attitude.</p> <p><u>Why is this important?</u></p> <p>Typically, performance of day to day activities and/or attitude toward the team member's work is limiting their improvement potential.</p>	<ul style="list-style-type: none"> Provide straightforward feedback. Closely follow their response to your feedback and their ability to act on it positively. Ask questions. Quality questions trigger quality conversations that lead to growth and enhanced productivity. <ul style="list-style-type: none"> "How can I/we better help you the next time?" "What was your big take away from that?" "What do you think about _____?" "Is there anything that you think we should do differently when it comes to _____?" Ensure clarity of expectations. This may be causing frustration towards their work and environment.

What Now?
What Next?



Proactive
Management
Cue Cards



Truvelop

Celebrate



	Insights	Actions
Exceptional Contributor	<p>This is an exceptional contributor in your organization who scores high in both competence and character.</p> <p>This is an exemplary performer and represents your top talent. Celebrate this team member (possible raise, promotion or special project).</p> <p>Without acting, your organization runs a high risk of losing this talent because this team member will attract attention from other organizations and recruiters.</p> <p><u>Why is this important?</u></p> <p>Replacement cost of this team member is extremely high and would represent a major loss to the organization. Investing in your top team member has a significant advantage in team member engagement, company morale, productivity and profitability.</p>	<ul style="list-style-type: none"><input type="checkbox"/> You and other leaders should reach out to this team member immediately and let them know they are valued.<input type="checkbox"/> Share with them real-life examples of similarly skilled people and the career paths they took within the organization. Your goal is to ensure the team member sees a clear pathway to success.<input type="checkbox"/> Identify high visibility opportunities that put team member in the sphere of influence of higher-ranking members of leadership in the organization.

Appreciate



	Insights	Actions
Leading Contributor	<p>This is a leading contributor in your organization who scores high in both competence and character.</p> <p>Appreciate this team member (possible raise, promotion or special project). Focused development of this team member is your priority as they are the leading talent of the organization.</p> <p><u>Why is this important?</u></p> <p>This team member gives you a large competitive advantage. Show them they are valued as they typically represent the top 15% of an organization's talent.</p>	<ul style="list-style-type: none">• Seek the team member's input on key projects where appropriate. Leading Contributors want to feel like their input, perspective, and suggestions matter. They want to be heard.• Identify 3 ways you can express your appreciation for them in a way that fits their personal preference and style.<ul style="list-style-type: none">• Do they like public recognition?• Do they prefer a quiet, personal recognition?• Do they thrive inside or outside of the spotlight?• Take the time to understand your team member's long-term goals. Do those goals align with future opportunities within the Company?

Elevate



	Insights	Actions
Core Contributor	<p>This is a core contributor in your organization who scores high in both competence and character.</p> <p>This team member can be a leading contributor in the organization. They show the potential to become a future leader and your top talent.</p> <p><u>Why is this important?</u></p> <p>It's important to elevate this team member and reinforce the potential you see in them as they are typically in the top 25% of an organization's talent.</p>	<ul style="list-style-type: none">• Talented people rise to the level of the people they spend the most time with at work. Help them rise to the occasion by ensuring they're surrounded by other high-performers.• Provide opportunities to expand skillset and knowledge to show the potential you see in them as a core contributor.• Bottom line – always take time out of your day to celebrate and recognize members of your team. This is one of the most important aspects of your job as a leader.

Invigorate



	Insights	Actions
Rising Performer	<p>This team member shows up every day ready to perform and is contributing on average above their peers.</p> <p>This team member consistently delivers and has good behavioral competencies.</p> <p>Emphasize ways in which they can increase initiative and independence. Invigorate this team member to become a core player.</p> <p><u>Why is this important?</u></p> <p>This is a rising performer in your organization who is currently giving your organization an advantage over much of the competition.</p>	<ul style="list-style-type: none">• Rising Performers need a push, a nudge or motivator. Something to ignite the fire. When properly motivated team members can help improve your edge over the competition. They key is three-fold:<ul style="list-style-type: none">• Identifying their potential• Expanding their existing skill set• Tapping into their motivations• Help the team member build an action plan with clear time guidelines and measurable steps to reach improvement milestones.<ul style="list-style-type: none">• Identify intrinsic and extrinsic motivators• Recognize accomplishments in line with their motivational preferences

Motivate



	Insights	Actions
Steady Performer	<p>This is the type of team member who shows up every day and delivers reliable performance and has adequate behavioral competencies.</p> <p>The question is, does this team member have the motivation and potential to contribute at a higher level?</p> <p>You as the manager should guide this team member to where they should focus on improvement. Motivate this team member to explore their potential.</p> <p><u>Why is this important?</u></p> <p>This is a steady performer in your organization who helps your organization maintain a competitive position in the marketplace.</p>	<ul style="list-style-type: none">• Ask for their opinion on how to make something top rate or best in class. It's important you act on their suggestions. Otherwise, their suggestions are meaningless.• Create a development plan that connects that individual's motivational preferences with the Performance, Attitude, and Maintenance targets you set for them.• Upon conclusion of a big project or deadline, ask the Steady Performer for feedback or suggestions on what can be done differently—individually or by the team—to really step it up.

Educate



	Insights	Actions
Improvement Performer	<p>This is an improvement performer typically in the lower 35% of an organization's talent. They are contributing below their peers but have the potential to improve.</p> <p>Provide coaching to educate this team member on areas of primary concern regarding overall performance and/or attitude.</p> <p><u>Why is this important?</u></p> <p>Typically, performance of day to day activities and/or attitude toward the team member's work is limiting their improvement potential.</p>	<ul style="list-style-type: none">• Provide straightforward feedback. Closely follow their response to your feedback and their ability to act on it positively.• Ask questions. Quality questions trigger quality conversations that lead to growth and enhanced productivity.<ul style="list-style-type: none">• "How can I/we better help you the next time?"• "What was your big take away from that?"• "What do you think about _____"• "Is there anything that you think we should do differently when it comes to _____."• Ensure clarity of expectations. This may be causing frustration towards their work and environment.

Evaluate



	Insights	Actions
Lagging Performer	<p>This is a lagging performer typically in the lowest 15% of an organization's talent.</p> <p>This team member fills a role but gives you no competitive advantage.</p> <p>Evaluate the team member's capacity for improvement.</p> <p><u>Why is this important?</u></p> <p>Properly educated on the correct steps to take and an improvement path to follow, a lagging performer can grow into a steady performer or even more and give your organization much more than merely someone filling a role.</p>	<ul style="list-style-type: none">• Provide simple, straight forward feedback.• Closely follow their response to your feedback and their ability to act on it positively.• Lagging performers need to be educated on what is expected from them and provided with specific guidance on what improvements need to be made—and by when.

Evaluate



	Insights	Actions
Low Performer	<p>This is a low performer typically in the lowest 10% of an organization's talent and gives you no competitive advantage.</p> <p>This team member is filling a role until you can either help them improve or replace them. This team member requires careful evaluation to manage improvement.</p> <p><u>Why is this important?</u></p> <p>Low Performers frequently don't see themselves as average or ordinary. It's important for them to understand why you see them that way.</p>	<ul style="list-style-type: none">• Consider developing a performance improvement plan for this team member. Make sure the team member contributes the bulk of this plan.• Monitor their overall performance closely.• Set Expectations Around Performance, Attitude and Maintenance Related Behaviors:<ul style="list-style-type: none">• It's crucial that your team member understand how you see them and why you see them as a low performer.• Avoid confrontational language. Frame the feedback using subjective language<ul style="list-style-type: none">• "I see your performance as _____"• "In my opinion..."• "From my perspective..."

Mitigate



	Insights	Actions
Under-Performer	<p>This is an underperforming member of your organization. This team member fills a role but gives you no competitive advantage.</p> <p><u>Why is this important?</u></p> <p>You have assessed this team member as one of the lowest contributors to your organization. You need to immediately mitigate the team member's under performance or face the decision of replacing them.</p>	<ul style="list-style-type: none">• Consider whether this team member is in the right role based on the team member's skill set or motivation.• This team member should be placed on a performance improvement plan and their overall performance closely monitored against the agreed upon plan.• Set deadlines for improvement.<ul style="list-style-type: none">• If you have identified an underperformer with steady performer potential then you want to give that team member a realistic, target date for improvement.• Avoid unrealistic targets. These will only lead to frustration for you and the team member. Get buy-in from the team member on the target date.

Move Up, Over, or Out

	Insights	Actions
Replacement Player	<p>This team member is a potential liability for the organization, or the team member is currently in the wrong role. Their negative performance, attitude, and/or impact on your brand needs to be mitigated.</p> <p><u>Why is this important?</u></p> <p>This team member is not performing for your organization. In fact, their performance provides a competitive <i>disadvantage</i> and will eventually diminish your organization's brand strength.</p>	<ul style="list-style-type: none"> • It's time to make a long overdue decision. Consider how to move this underperforming team member up, over, or out. • Determine whether the team member is better suited for a different role within the organization. • Engage with HR and/or Senior Leadership to explore all options for this team member before considering a termination decision.