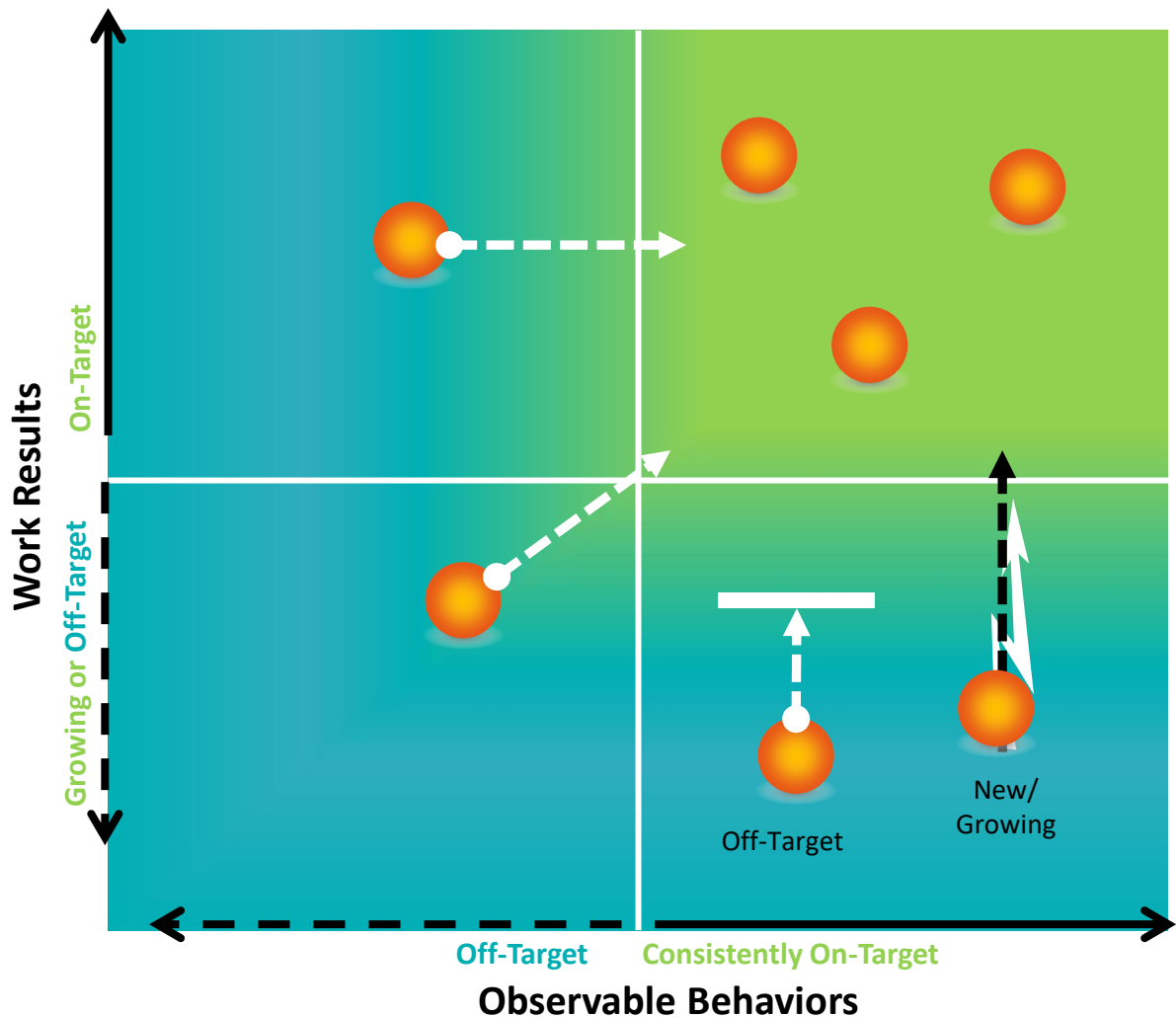


# Employee Performance Continuum

If we were to draw a picture of performance effectiveness, it would look like this 4-square model:



## About the Employee Performance Continuum

Performance is a combination of results and behaviors:

**Work Results demonstrate *what* gets done:** the accomplishment of job responsibilities and goals.

**Behaviors are observable actions** that represent **how** an individual conducts him or herself. Behaviors can include the quality and consistency of interpersonal interactions, tone, and approach. Behaviors can be guided by stated or implied competencies and organizational values.

The Performance Continuum is based on the belief that what gets accomplished is as important as how it is accomplished.

### Notes

**Performance is a combination of Work Results and Behaviors:**

**WORK RESULTS**

**Work Results** can be defined as the accomplishment of job responsibilities, goal attainment, and taking the initiative to procure and apply relevant technical skills and abilities over time.



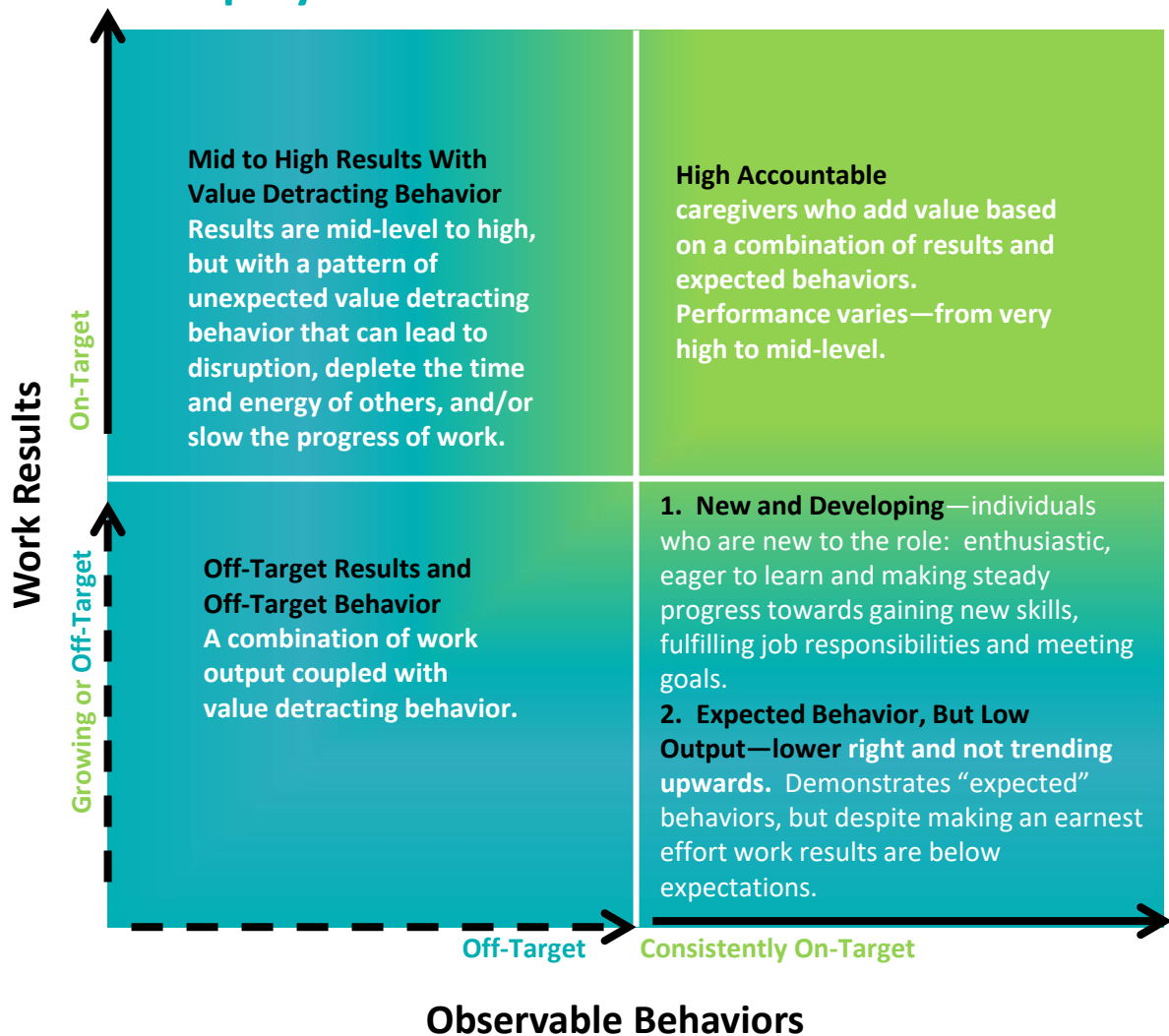
**OBSERVABLE BEHAVIORS**

**Behaviors are observable actions** that represent *how* you conduct yourself. Behaviors can include the quality and consistency of interpersonal interactions, tone, and approach. Behaviors can be guided by stated or implied competencies and organizational values.

	WORK RESULTS	OBSERVABLE BEHAVIORS
ON-TARGET	<ul style="list-style-type: none"> <li>• Is recognized as a top contributor</li> <li>• Achieves and sustains superior results over time</li> <li>• Has accelerated and enhanced team performance and results</li> <li>• Continuously adds value beyond what is expected</li> <li>• Seen as someone who “gets things done”</li> <li>• Consistent delivery of job responsibilities and goals</li> <li>• New to the role and making expected progress</li> </ul>	<ul style="list-style-type: none"> <li>• Has a tangible impact and positive influence on others</li> <li>• Collaborates effectively with everyone</li> <li>• Consistently exhibits expected behaviors aligned with organizational values</li> <li>• Is known for being approachable and supportive of others</li> <li>• Is self-motivated, pitches in where and when needed</li> </ul>
OFF-TARGET	<ul style="list-style-type: none"> <li>• Despite making an earnest effort, has met some, but not all goals and job responsibilities</li> <li>• Has the ability to accomplish the work, but is not making a full or consistent effort</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates observable and unexpected behavior that detracts from overall performance contributions</li> <li>• Behavior can lead to disruption, deplete the time and energy of others, create extra work for the manager, divert time and attention away from work, weaken team effectiveness, impair cooperation, slow progress and information flow, reflects poorly on the individual which can lead to being passed over for new opportunities.</li> </ul>

**Notes**

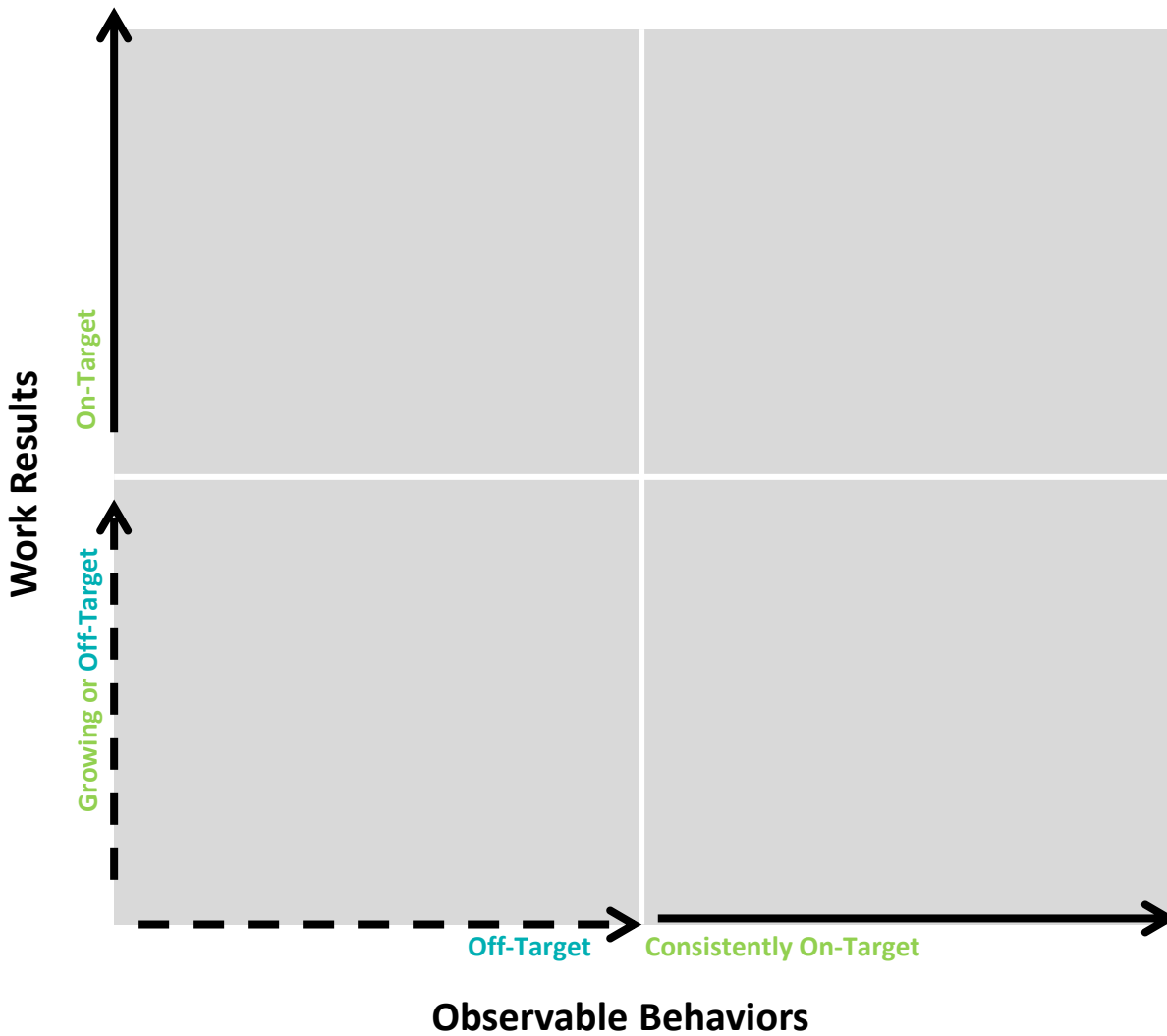
## Employee Performance Continuum



The Employee Performance Continuum represents point-in-time performance. Movement along the Continuum is expected and ongoing (versus a static picture). The Continuum helps assess current performance and inform targeted conversations to propel progress towards the “upper right.”

### Notes

## Employee Performance Continuum



Notes

# Employee Performance Continuum Plotting and Notes

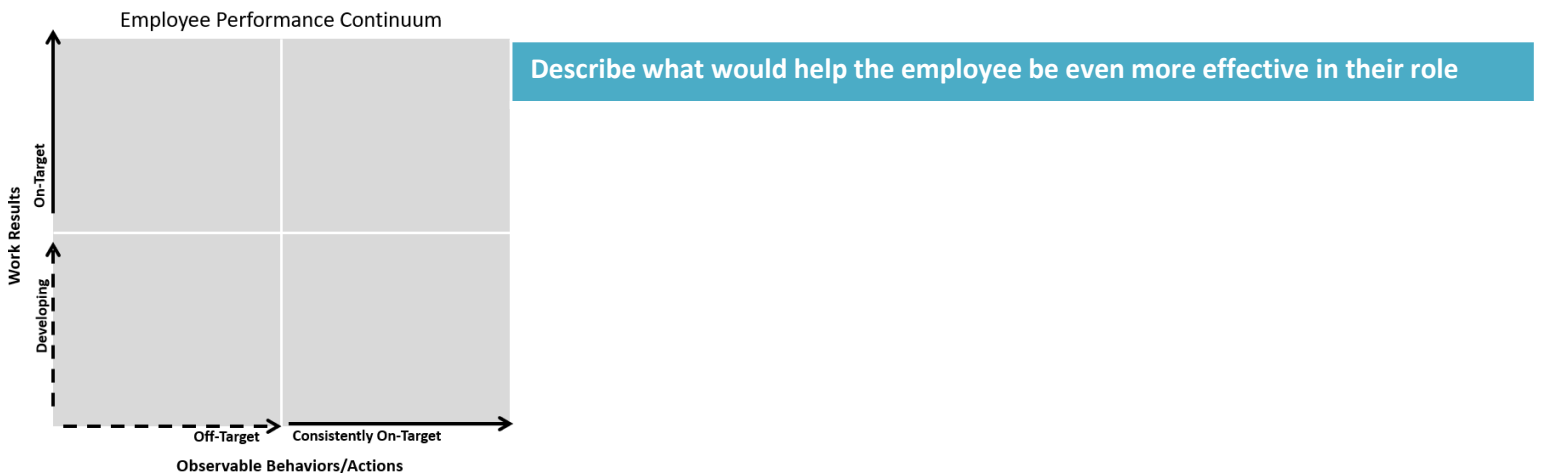
Use the Employee Performance Continuum to understand the employee's performance and potential.

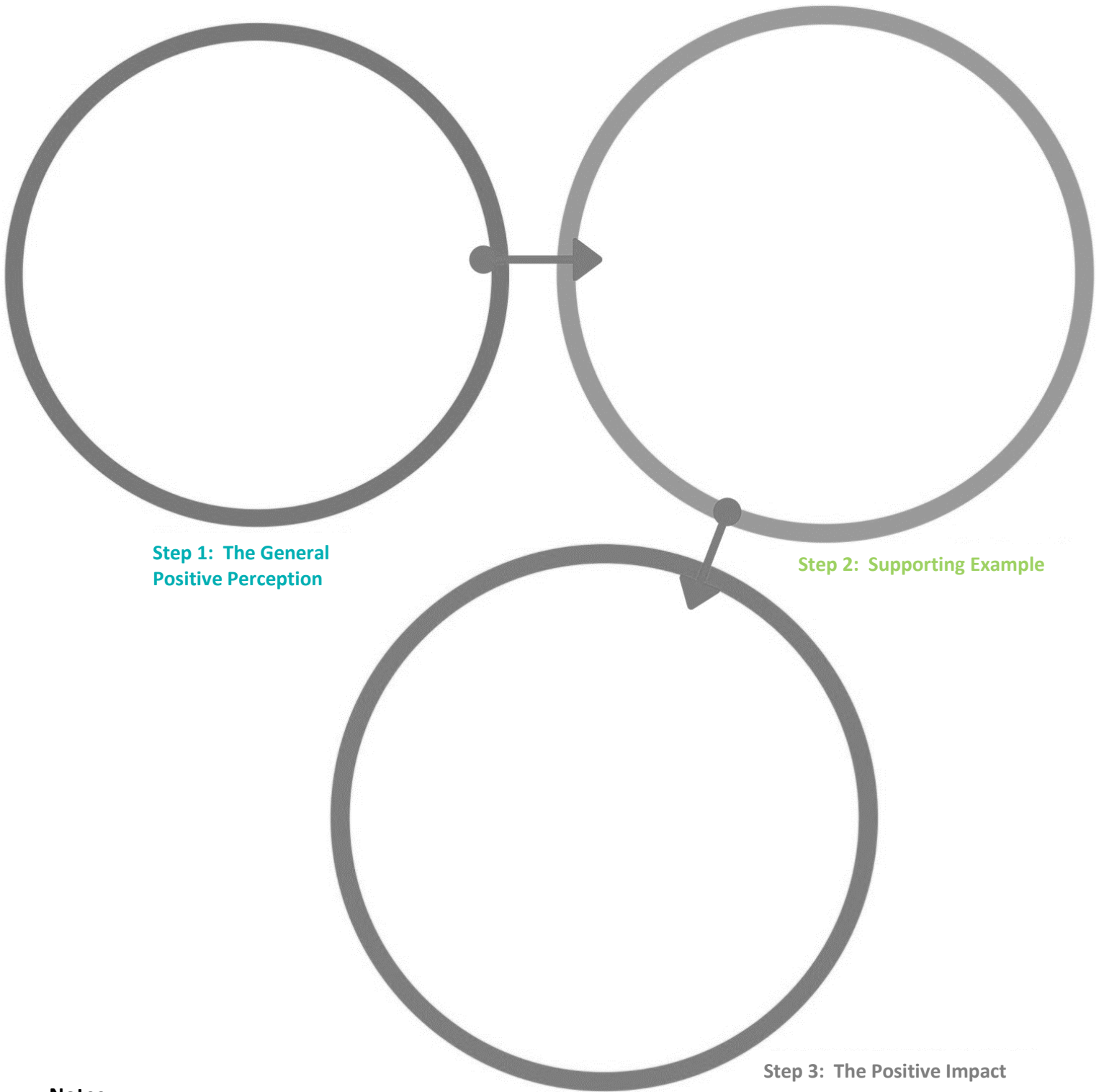
**1. THE PRESENT SNAPSHOT:** Reflect on the employee's current performance Where do you see the employee now? **Click inside of the image to place the individual in different parts of the Continuum depending upon the various aspects of their job:**



**1. CURRENT AND PLANNED PERFORMANCE** Indicate where you see the employee's performance now

**2. FUTURE PLANS:** Indicate where do you see the employee's performance heading What would the employee need to do to make even more progress? List ideas about developing new skills, leveraging strengths, taking on new tasks, shifting a behavior or work style, etc. **Click inside of the image to indicate current and planned performance:**





**Step 1: The General  
Positive Perception**

**Step 2: Supporting Example**

**Step 3: The Positive Impact**

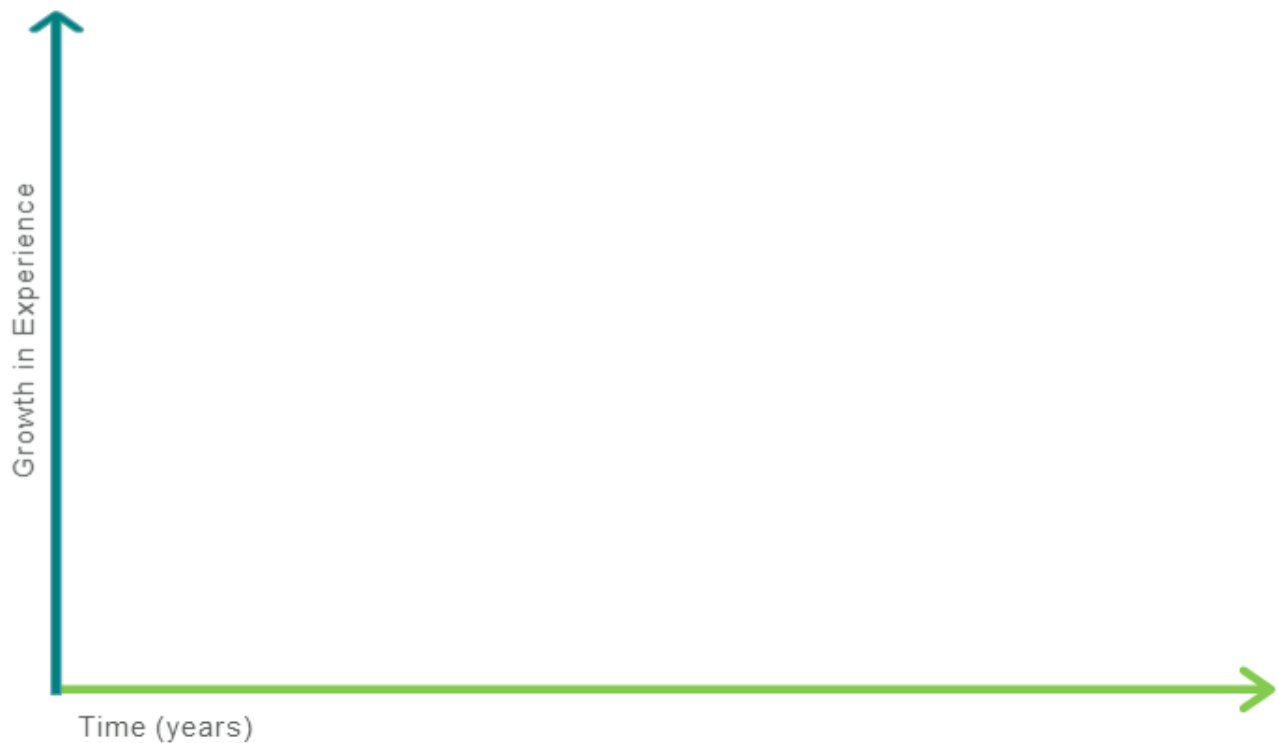
**Notes**

## Map Your Career Pattern Conversation Guide

### A Conversation About Your Interests, Career, and Future Plans

Use the Career Pattern Map visual aid to help facilitate career and growth conversations with your manager. Instead of a linear list of your jobs you'll create a visual timeline that maps your growth experience over time. You'll see why you liked (or didn't like) a job, what experiences motivated (or demotivated) you, what helped you feel like you were growing (or feeling stuck), etc.

Use the Career Pattern Map to facilitate an informal informational conversation with your manager. In less than 10-minutes, your manager will know more about your motivations, interests, and goals. What experience will help push your career forward, and how can your manager help?



## Tips for Reflecting Upon, Mapping and Discussing Your Career

<b>1</b> <b>START HERE</b> Begin with your first job.	<b>2</b> <b>WHO INFLUENCED AND HELPED YOU?</b> Peers, mentors, a manager, etc.
<b>3</b> <b>EVENTS AND EXPERIENCES</b> What events and experiences propelled your forward at various points in your work history?	<b>4</b> <b>EDUCATION AND SELF DEVELOPMENT</b> Did you pursue educational or professional development opportunities?
<b>5</b> <b>FUTURE GROWTH</b> At this point in time, what's one thing that will propel you forward in terms of growing your experience in a way that feels meaningful to you:	