

How this process helps inform our people management and development

Potential (stretch and ambition)

1C Manage closely & develop at pace

- Focus on mission buy-in and relationship building
- Provide peer mentor
- Attach to 1As, 1Bs or 2As
- Provide formal leadership training
- R-assess if no performance

1B Stretch and develop

- Development activities similar to 1A (difference is current performance level)
- Identify and focus on competency gaps that will move them from 1B to 1A

1A Invest, focus & accelerate

- Job change, rotations, swaps, stretch, problem solving or start up assignments
- Opportunities for cross-functional relationships with A members
- Mentor (minimum one level up)
- Exclusive training & next level up exposure
- Watch for retention / have plans to save

2C Manage closely

- Identify the root cause of poor performance and together develop an improvement plan
- Focus plans on specific competency / skill gaps to move them to medium or high performer
- Target coaching on specific areas
- Compare job requirements with individual skills, capabilities & interests – job may not be right fit
- Explore additional areas of interest with a focus on building alternative skill sets

2B Grow steadily

- May not be eager to or be able to advance
- Regular check-in on willingness to advance
- Provide occasional opportunities to test them
- Provide stretch assignments and focus on specific actions that improve performance
- Give coaching and training
- Ensure you recognise their accomplishments

2A Stretch and accelerate

- Development activities similar to 1A (difference is often degree of readiness for larger roles)
- Identify competencies needed for larger roles and focus development on those

3C Improve or exit

- Use a performance management approach, not a developmental one
- Clarify expectations and together clearly define goals and outcomes needed – set an agreed action plan
- Be explicit about the improvement that is needed and consequences if it is not forthcoming
- Provide coaching and feedback

3B Manage to stronger performance

- Combine performance management, training and coaching to move from mid to high performance
- Focus development on specific competencies or skill gaps
- Offer opportunities for enhancing leadership or technical skills that support their current role
- Monitor regularly to evaluate performance changes and re-assess potential

3A Focus on retention & motivation

- Ask what motivates them & what they want
- Give recognition, praise and rewards
- Provide opportunities to develop in role and deepen / broaden expertise
- Ask them to mentor, teach & coach others
- Create opportunities for them to share and show they are a highly valued expert
- Create alternative non-leader pathways

Performance (track record and behaviours)