

Writing a Constructive Performance Appraisal

Overall Comment

Sample Language

The Year-End Performance Management Process enables a consistent timeframe for a Manager to provide written feedback on common measurement criteria to the Team Schein Member (“TSM”) for the year. It’s important to remember when writing Performance Appraisals, to provide comments that are factual, straightforward & specific, and detailed. *Focus on behavior and results.*

Within this guide you will find a recommended feedback structure and example overall comments per performance rating. Additionally, you will find thought-starter language to include when writing an overall comment for your TSM(s) on how they performed against the Performance Factors included in the Performance Appraisal portion of the Year-End Performance Management Process.

“We all need people who will
GIVE US FEEDBACK.
That’s how we can improve.”
- Bill Gates

Recommended Feedback Structure:

[TSM NAME] [OBJECTIVE LANGUAGE ON ACCOMPLISHMENTS] this year, and as such, I’ve rated her/him ‘[Rating]’. She/He [IDENTIFY AT LEAST. 3 PERFORMANCE FACTORS TO COMMENT ON]. [DETAILED EXAMPLE OF PERFORMANCE].

Writing an Overall Comment

When writing an overall comment for your TSMs Performance Appraisal it is important you focus on including specific examples of how the TSM demonstrated at least 3 of the Performance Factors she/he is being rated on. This will provide concrete examples for the TSM on why their rating was selected. Additionally, ensure you recognize the TSMs strengths and areas of opportunity to provide constructive feedback on how they can continue to grow professionally and reach their aspirations.

Rating	Example Comment
<p>[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.</p>	<p>Taylor made significant contributions to the Company this year by successfully leading and executing the new CRM implementation. With this project in mind, as well as many others, Taylor is receiving the rating of 'Substantially Exceeds Expectations'. While executing the CRM project, Taylor always communicated clearly and concisely, maintained focus on the goal of the end-user, and leveraged excellent problem-solving and decision-making skills. Throughout the year, the Steering Committee for the project provided me with high praise of Taylor's skillsets and potential. They continuously commented on how Taylor was able to lead the cross-functional taskforce, which included leaders with often differing points of view, and Taylor always brought forward well-thought-out ideas. Taylor led the taskforce to successful project completion on time and under budget. Feedback since the launch of the CRM has been great. Fantastic job, Taylor!</p>
<p>[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.</p>	<p>Ryan demonstrated strong levels of leadership and execution capabilities this year, and as such, I've rated Ryan 'Exceeded Expectations'. Ryan role modeled the Team Schein Values, demonstrated effective communication skills, and has proven to be great at problem solving. One example that incorporates all three of these performance factors is how Ryan spearheaded the introduction of a new digital marketing campaign. Through analyzing the feedback from our customer brand survey, Ryan identified that our customers were shifting in preference on how they want to learn about our products. Ryan presented a solution of piloting a new digital marketing campaign to provide 'instant awareness of new products' to our senior leadership team and gained support. Then, Ryan created a cross-functional taskforce and communicated regularly with them to launch and pilot the campaign. Our sales increased 10% within the pilot group and the feedback has been positive. Great job, Ryan!</p>
<p>[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.</p>	<p>Chris consistently performed at the level of which the role requires, and therefore has received an overall rating of 'Met Expectations'. Chris successfully demonstrated knowledge of the role & products, maintained focus on results, and leveraged the Team Schein Values when working with colleagues and external customers. In Chris' role in Telesales, it is imperative to meet sales targets, build rapport with customers, and maintain knowledge of our products. Chris consistently met sales targets, and positive feedback was regularly provided on Chris' level of support from some of our key/larger customers. I look forward to Chris continuing this successful path next year and mentoring new Team Schein Members on our systems, processes and products. Good job, Chris!</p>

<p>[BE] Below Expectations: Performance and results <u>generally do not</u> meet expectations.</p>	<p>This year Sam's performance fluctuated regularly, and therefore is receiving the 'Below Expectations' rating. As a financial analyst, it is Sam's responsibility to perform financial forecasting and reporting. Additionally, Sam is responsible for creating presentations for our monthly Finance leadership team meetings on our financial performance. This role requires Sam to leverage problem solving skills, communicate clearly and stay results focused. Sam has the ability and skills to perform the responsibilities of the role, but unfortunately Sam does not consistently deliver reports and financial presentations on time and accurately which has had a cascading effect on other team members. Sam should continue to focus on improving time management skills in order to begin consistently delivering on established objectives.</p>
<p>[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.</p>	<p>Throughout this year Cooper's performance has drastically declined, and therefore has received an overall rating of 'Did Not Meet Expectations'. One example of Cooper's performance was clearly demonstrated during the strategic global project for the Dental organization that Cooper was to lead and unfortunately was unable to execute on the project's key objectives. Cooper had limited communication with the project team and has not demonstrated the leadership skills required to ensure alignment and understanding by the team and key stakeholders. By the end of this year Cooper was to have reviewed RFPs for a new vendor partner to implement our CRM, have selected the partner, have established a task force and created a timeline for implementation. At the end of this year, Cooper has only reviewed RFPs and selected the partner. Cooper's day to day responsibilities have also declined. Cooper's performance needs to improve and should be done so by focusing on prioritization, improving communication skills and staying results focused.</p>

Example Performance Factor Feedback

Below you will find example language for each Performance Factor by rating. This language can be used as thought-starters for clear, concise and objective statements to include in your overall comment for your TSM. **Please note** these thought starters do not include advice for next steps or improvement, which should be provided in your overall comment.

Accuracy		
Rating	Key Adjectives/Phrases	Example Performance Factor Language
[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.	-Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution	<ul style="list-style-type: none"> • XX is a detail minded person and his/her work is always completed with extraordinarily high quality. • XX is highly reliable. His/Her performance displays exceptional quality and accuracy. • XX displays a highly consistent level of performance in his/her work. • XX is highly adept in all areas of his/her job function and produces error free output. • XX has excellent observation skills and ensures that every little detail is captured.
[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.	-Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good	<ul style="list-style-type: none"> • XX excels at proofreading and delivers error free work. • XX demonstrates a strong attention to detail. He/She accurately analyzes and prioritizes details and catches those missed by other colleagues. • XX takes thoroughness to a new level and energizes other colleagues to work carefully. • XX does a great job at maintaining accuracy even under pressure. • XX is frequently trusted to perform tasks requiring a high level of accuracy.
[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.	-Good -Achieves -Meets -Successful -Reliable -Effective -Commendable	<ul style="list-style-type: none"> • XX maintains detailed and accurate records at all times. • XX meets all requirements of his/her role with high productivity. • XX performs repetitious or routine tasks with attention and care and follows the required procedures to ensure all parts of the tasks are complete. • XX creates a detailed work plan that outlines each key job function and uses it as a guide to stay organized and regain focus when distracted or interrupted. • XX's accuracy rates are comparable to those of colleagues and are consistently at an acceptable level.
[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.	-Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary	<ul style="list-style-type: none"> • XX rarely achieves his/her monthly performance targets. • XX doesn't spend enough time reviewing his/her work which results in many unnecessary errors. • XX demonstrates a low level of knowledge of the required work procedures. Improvement is needed. • XX is unable to concentrate on his/her work. His/her lack of concentration has resulted in frequent errors. • XX is falling behind his/her peers when it comes to producing results. Improvement is needed.
[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.	-Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed	<ul style="list-style-type: none"> • XX's work does not comply with the required output standards. • XX is unable to focus on the important tasks and ensure they are completed first. • XX rarely pays attention to the details of his/her duties and his/her work is constantly being passed back for rework. • XX is unwilling to follow the required standard procedures which has affected the quality of his/her work. • XX has difficulty managing and organizing different tasks, thus, produces unreliable output frequently. Significant improvement is needed in this area.

Attendance

Rating	Key Adjectives/Phrases	Example Performance Factor Language
<p>[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.</p>	<ul style="list-style-type: none"> -Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution 	<ul style="list-style-type: none"> • XX has made significant contributions to the team and shows a willingness to go the extra mile during peak periods of work. • XX often outperforms other members of the team thanks to his/her excellent attendance and punctuality. • XX is always at his/her workplace by the start of his/her shift. • XX is highly punctual and there are no concerns with his/her attendance. • XX has a fantastic outlook towards his/her work day. He/She always arrives early to start the day and can be relied upon to stay late when the need arises.
<p>[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.</p>	<ul style="list-style-type: none"> -Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good 	<ul style="list-style-type: none"> • XX is one of our most reliable employees who arrives on-time and leaves on-time. His/Her break times are perfectly timed – he/she really sets the standard for attendance and punctuality on the team. • XX has an exemplary attendance record and is very prompt at the start of each work day. • XX is great at time management. He/She is one of the most punctual members of the team. • XX's dependability, punctuality and commitment make him/her one of the most valuable employees of the team. • XX is very punctual and productive. He/She has never been late.
<p>[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.</p>	<ul style="list-style-type: none"> -Good -Achieves -Meets -Successful -Reliable -Effective -Commendable 	<ul style="list-style-type: none"> • XX meets all company standards for attendance and punctuality. • XX is very reliable in his/her attendance and consistently shows up on time. • XX's attention to punctuality has paid off this year; he/she consistently arrives on time. • XX arrives to work on time and carries out his/her responsibilities without constant supervision. • XX takes breaks only when scheduled and does not waste time during the workday.
<p>[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.</p>	<ul style="list-style-type: none"> -Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary 	<ul style="list-style-type: none"> • XX is frequently late to work and improvement is needed in this area. • Despite a decent attendance record, XX leaves the workplace earlier than he/she should. This damages the productiveness of the entire team. • XX consistently runs late from his/her breaks and needs to ensure breaks are only for the allotted time. • XX's lack of punctuality negatively affects many aspects of his/her work • XX has been inconsistent with his/her work schedule specifically during the summer months. He/She frequently leaves early and takes unscheduled half days during this season.
<p>[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.</p>	<ul style="list-style-type: none"> -Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed 	<ul style="list-style-type: none"> • XX has not met the required standards of punctuality and attendance. • Despite repeated warnings, XX frequently exceeds his/her break times and has not shown any improvement in this area. • XX is unwilling to adhere to company policy and often exceeds the maximum number of PTO hours available to him/her. • XX is continually late for work and must improve his/her attendance record in order to comply with company policy. • XX fails to report to work on some days and does not call to inform his/her supervisor.

Communication

Rating	Key Adjectives/Phrases	Example Performance Factor Language
[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.	-Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution	<ul style="list-style-type: none"> • XX delivers outstanding presentations. Discussions focus on audience needs, and she/he changes her/his approach quickly and efficiently to match their interests. • Communicating with others is one of XX's greatest strengths. She/He speaks clearly and concisely and can explain complex issues to colleagues and customers. • XX has exceptional listening skills. Her/His attentiveness and interest in others' opinions makes everyone feel they have been heard. • XX is always approachable and makes everyone feel they can come to her/him with ideas and suggestions. • XX is conscientious to share information with her/his peers which can help them mutually achieve their goals.
[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.	-Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good	<ul style="list-style-type: none"> • XX communicates very well with others. She/He does a great job of organizing her/his thoughts and expressing herself/himself in a clear, understandable way. • XX is always well-practiced and able to deliver professional presentations. • XX is quick on her/his feet, answering questions and adapting her/his delivery to meet audience interests. • XX's business reports are accurate, well-organized, and delivered on time. • XX is among the first to bring valuable information to the team. She/he freely shares ideas and is cognizant about updating others on her/his activities.
[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.	-Good -Achieves -Meets -Successful -Reliable -Effective -Commendable	<ul style="list-style-type: none"> • XX is generally a good communicator. He/She is a good writer and speaker who communicates well with others. • XX listens attentively and keeps team members informed. • XX provides colleagues with regular and reliable information, including updates on her/his own activities. • XX does a good job of communicating with others in face-to-face situations. She/He organizes her/his thoughts, expresses them clearly, and uses good listening skills to encourage a productive dialogue. • XX has the skills necessary to handle the writing aspects of her/his job as showcased by her/his performance on reports and other documentation.
[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.	-Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary	<ul style="list-style-type: none"> • XX can be impatient when listening to others. I encourage her/him to give her/his full attention to people when they are speaking and to make a conscious effort to really hear and think about their ideas. • XX has consistently shared or submitted documents with spelling mistakes and grammatical errors. Improvement is needed in this area. • XX's spoken ideas are not always clear. I encourage XX to spend a little more time planning and organizing her/his thoughts before she/he presents them to others. • XX needs further development in her/his presentation skills. Better preparation might help her/him focus her/his thoughts and keep on track with her/his primary message. • XX tends to share only certain facts of a situation. XX needs to learn to share complete facts so potential issues can be proactively managed.
[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.	-Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed	<ul style="list-style-type: none"> • Significant improvement is needed in XX's ability to write clearly as it is important to XX's position. • XX doesn't always give a speaker her/his full attention, and she/he frequently interrupts or changes the topic. • Too often XX has allowed grammatical and spelling errors to slip into her/his documents. Her/his writing reflects upon company standards, and she/he needs to take steps to bring its quality up to expectations. • On several occasions XX has missed report deadlines, causing difficulties for those who rely on the information. It is important for her/him to commit to turning in written work when it is expected. • XX is dismissive when others approach her/him for insights. I would like XX to make a greater effort to be accessible to others and to share information with her/his peers/team more often.

Customer Focus (External/Internal)

Rating	Key Adjectives/Phrases	Example Performance Factor Language
[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.	-Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution	<ul style="list-style-type: none"> • XX pays very close attention to the needs of our customers and consistently develops new and scalable approaches towards partnership. • XX develops very strong relationships which have in turn made a significant contribution to our increased market share. • I have received consistent high praise on the outstanding support provided by XX. • XX is consistently requesting feedback on how to improve skills and is highly effective at putting that feedback to use to generate stronger outcomes. • XX's knowledge of the customer base has been influential in our ability to create successful strategies. • XX is highly adept at establishing and maintaining effective relationships with customers and always gains their trust.
[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.	-Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good	<ul style="list-style-type: none"> • I regularly receive great feedback on XX's attentiveness from our internal/external partners. • XX consistently follows through on commitments and often surpasses expectations of those she/he is partnering with. • XX responds quickly yet thoughtfully to the needs of customers. He/She is dependable, and frequently goes beyond job scope for the best outcome. • XX has built strong relationships with our customers through active listening, addressing opportunities and responding in a timely manner. • XX consistently shares feedback she/he receives from our customers with the team and discusses lessons learned.
[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.	-Good -Achieves -Meets -Successful -Reliable -Effective -Commendable	<ul style="list-style-type: none"> • XX makes it a point to include the customer's perspective when sharing opinions/insights on projects and during meetings. • XX can be counted on to respond in a courteous and professional manner even in the most difficult of situations. • XX spends an adequate amount of time on following through and meeting commitments to ensure customer satisfaction. • XX regularly seeks customer feedback during and after a transaction. [Customer] feedback reflects that XX is attentive to needs and is a good partner. • XX is dedicated to meeting the expectations and requirements of internal and external customers.
[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.	-Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary	<ul style="list-style-type: none"> • XX generally asks feedback of customers but sometimes doesn't adjust her/his way of working in response. • XX can sometimes be distracted when communicating with customers. He/She should remember to always listen attentively. • XX does not yet fully understand our customer base. He/She could benefit from asking more questions of leaders, peers, and customers. • XX has occasionally missed deadlines previously agreed upon with customer. He/She needs to improve project management skills. • XX sometimes only fulfills partial requests of the customer.
[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.	-Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed	<ul style="list-style-type: none"> • XX needs constant reminders to think about the customer base first, himself/herself second. • XX can be curt with customers. He/She is reluctant to hearing feedback from customers on how to improve • XX has repeatedly missed deadlines which in turn has undermined our customers' confidence in us. • XX has not invested time in understanding the business and the needs of the customer. • XX does not make adequate time for customer contact.

Earning Credibility

Rating	Key Adjectives/Phrases	Example Performance Factor Language
[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.	-Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution	<ul style="list-style-type: none"> • XX has deeply earned the respect of his/her colleagues, peers and/or customers. All who have worked with XX know that she/he will always back up her/his word and 'walk the talk'. People are willing to confide in her/him. • XX is highly regarded by others for her/his honesty and collaboration. • XX always adheres to an appropriate and ethical set of beliefs during both good and bad times. • XX has high Emotional Intelligence and can be relied upon to create a positive work environment. • XX has an exceptional ability to build relationships and is frequently sought out by others.
[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.	-Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good	<ul style="list-style-type: none"> • XX has built a number of strong working relationships both internally and externally through communication and delivery of expectations. • Due to XX's integrity and willingness to stand behind her/his word she/he is trusted and respected by peers, direct reports, and management teams. • XX is extremely reliable and can be counted on to make commitments and follow through on them. • XX has a strong personal work ethic and his/her behaviors and results demonstrate this. • XX is very good at inspiring trust in others due to his/her open and empathetic communication style.
[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.	-Good -Achieves -Meets -Successful -Reliable -Effective -Commendable	<ul style="list-style-type: none"> • XX is reliable and stands by her/his decisions. He/She will be flexible with a decision if it doesn't change the integrity of the project and will support the partnership. • XX is an effective communicator; actively listening and keeping others informed. • XX's candid and open style makes it easy for others to trust her/him. • XX can be counted upon to support the Team Schein Values and do what is best/right. • XX strives for excellence and is proactive at increasing his/her knowledge to contribute to the overall success of the team. He/She is seen as a credible source.
[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.	-Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary	<ul style="list-style-type: none"> • XX can improve her/his sense of composure when dealing with difficult conversations in order to build stronger relationships for the long term. • XX could benefit from being more open to the ideas of others. • XX could improve her/his sharing of information with peers as they may benefit from the same knowledge. • XX may not always keep commitments. • XX occasionally comes across as self-serving which has affected his relationships.
[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.	-Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed	<ul style="list-style-type: none"> • XX needs significant improvement when it comes to delivering on promises/commitments. • XX does not always appear to be listening when others are speaking. This is a critical area of development for XX. • XX tends to be confrontational. XX requires constant reminding of what is worth fighting for and what is not. • XX has treated confidential information too casually. Requires constant reminding of what can and cannot be shared with others. • XX lacks the trust of colleagues as she/he doesn't interact in a candid and straightforward way.

Job Knowledge/Job Skills

Rating	Key Adjectives/Phrases	Example Performance Factor Language
[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.	<ul style="list-style-type: none"> -Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution 	<ul style="list-style-type: none"> • XX fully mastered all components of the job and shares knowledge with others regularly whether she/he collaborates with them all the time or rarely. • XX is a subject matter expert consistently leaned on for guidance from the team and leaders across the Company. • XX has a very strong ability to align responsibilities to the larger strategy without being asked. • XX is constantly asking questions to learn more aspects of the role and those in which her/his role impacts. • XX takes knowledge and leverages it to create a strategic vision on how to drive department/ Company goals. XX ensures all team members understand future direction.
[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.	<ul style="list-style-type: none"> -Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good 	<ul style="list-style-type: none"> • XX understands all components of the job and the interconnectivity between her/his roles and those she/he partners with. • XX has strong technical skills and knowledge which she/he shares with others. • XX contributes to creating departmental goals by leveraging her/his expertise. • XX frequently asks for constructive feedback to continue advancing skillsets which is a necessary foundation for continued success in our changing business. • XX is often sought after to mentor and coach others on the team to develop their skillsets.
[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.	<ul style="list-style-type: none"> -Good -Achieves -Meets -Successful -Reliable -Effective -Commendable 	<ul style="list-style-type: none"> • XX understands the appropriate level of knowledge to complete assigned tasks of the role. • XX makes an effort to participate in various learning opportunities to build skills. • XX successfully translates knowledge into action. • XX is effective at planning for goals and initiatives based on job knowledge. Knows when to ask others for input and insights. • XX has a commendable level of technical skills required for the role.
[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.	<ul style="list-style-type: none"> -Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary 	<ul style="list-style-type: none"> • XX does not seem to have a complete grasp of all of the elements of her/his job. If unsure about a task XX would benefit by understanding when to ask for advice. • XX often requires additional support from me and her/his colleagues to perform everyday job tasks. • XX needs further focus on updating skillsets based on advancements made in the XX field. • XX inconsistently answers routine questions for customers leading to additional work for the team to correct situations. • XX has a difficult time seeing a task from start to finish due to limited knowledge required for role.
[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.	<ul style="list-style-type: none"> -Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed 	<ul style="list-style-type: none"> • XX needs significant growth in understanding components of her/his role. He/She would benefit from accepting offers from colleagues to share their knowledge and insights. • XX relies on others regularly to complete her/his assigned tasks. • XX requires constant supervision to complete job responsibilities that are considered day-to-day tasks. • XX is unwilling to complete the required training necessary to stay up to date with requirements of role. • XX is reluctant to listen to guidance and direction.

Leadership

Rating	Key Adjectives/Phrases	Example Performance Factor Language
[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.	-Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution	<ul style="list-style-type: none"> • XX can always be counted on to develop well-thought-out strategies for how to lead team/projects forward. • XX is a fantastic leader who knows how to engage and motivate others as seen by... • XX always holds her/himself and (if applicable) her/his team to the highest standards. She/He is a role model of how true leadership is demonstrated. • XX is highly collaborative and builds solid relationships based on trust and respect. He/she always respects and incorporates the priorities, needs and insights of key stakeholders when making decisions. • XX inspires and coaches others, builds and develops a diverse team and is highly effective at identifying and developing talent.
[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.	-Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good	<ul style="list-style-type: none"> • XX ensures the team is aligned on project deliverables and timelines through active participation in team meetings and 1:1's; addresses any issues/obstacles immediately and appropriately. • XX is frequently an early adopter of new initiatives/processes and influences those around her/him to adapt as well. • XX surpasses expectations when responsible for leading complex initiatives. For example, she/he... • XX is very effective at delegation enabling her/him to focus on the appropriate level of responsibility. • XX has an exemplary participative approach; collaborates in a very effective manner. He/She is respectful of other's opinions and frequently considers the impact of decisions before making them. • XX proactively seeks ways to improve personal and organizational effectiveness.
[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.	-Good -Achieves -Meets -Successful -Reliable -Effective -Commendable	<ul style="list-style-type: none"> • XX effectively engages and motivates those working with her/him. • XX is competent at handling obstacles when they arise and escalates situations appropriately. • XX has made appropriate investment in understanding the skills and aspirations of the team to develop them for the future. • XX meets project deliverables on time and on budget due to clear communication and delegation to team. • XX is passionate about learning more about the business so volunteers for assignments across the department/business unit.
[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.	-Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary	<ul style="list-style-type: none"> • XX tends to provide others with the answers they need instead of taking the time to develop and coach them. • XX needs occasional reminders to delegate appropriate tasks to the team instead of maintaining control; delegation will enable XX's future growth. • XX is able to develop a vision for the future but needs assistance in translating that vision into goals for the team. Needs to focus more on clear communication of expectations. • XX occasionally has a hard time having difficult conversations. While it is not easy, XX needs to leverage her/his expertise and best judgment to address issues in a timely manner. • XX does not always deliver on all components of a project as she/he has a hard time deploying a team to respond to set actions.
[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.	-Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed	<ul style="list-style-type: none"> • XX consistently waits for others to devise a plan of action instead of contributing to the solution. • XX lacks the necessary prioritization skills needed for role. • XX needs significant improvement in how she/he develops her/his team. • XX is reluctant to learn more about the business in order to guide projects/team forward successfully. • XX fails to display a positive attitude and creates tension in the group.

Leading

Rating	Key Adjectives/Phrases	Example Performance Factor Language
<p>[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.</p>	<ul style="list-style-type: none"> -Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution 	<ul style="list-style-type: none"> • XX has the courage to initiate and successfully lead changes that drive results even in the face of obstacles. • XX has clearly demonstrated a very strong ability to act flexibly and creatively while keeping the team in alignment to the direction forward. • XX is highly competent at seeing the big picture, mapping out the necessary steps to reach the end goal and ensuring the teams' alignment and execution. • XX is exceptional at inspiring others to pursue the organization's strategic goals. Cascades information to each team member and empowers them to action. His/Her active sponsorship has a powerful effect on the team. • XX is highly adept at influencing internally and externally to gain commitment, agreement and support of stakeholder objectives. • XX inspires and coaches others, builds and develops a diverse team and is highly effective at identifying and developing talent.
<p>[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.</p>	<ul style="list-style-type: none"> -Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good 	<ul style="list-style-type: none"> • XX is very good at helping the team understand the vision, but also igniting action in support of it. • XX frequently provides constructive feedback to the team to continue growth and successful completion of deliverables. • XX frequently seeks out potential partners globally to build the most effective team. • XX is very good at providing stretch assignments to the team and publicly recognizing their success. • XX provides outstanding clarity to each team member on their role in achieving the strategy and goals. • XX proactively provides feedback, inspires and coaches for high performance, and positions development as an essential component of the organization's overall success.
<p>[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.</p>	<ul style="list-style-type: none"> -Good -Achieves -Meets -Successful -Reliable -Effective -Commendable 	<ul style="list-style-type: none"> • XX effectively communicates the benefits of change to the team. • XX engages the team by successfully relating day-to-day activities to the Company strategy. • XX encourages the team to own their careers but ensures them that it is a partnership so she/he will help them where possible in understanding opportunities. • XX is effective at adapting to change and sees it as an opportunity to meet current and future business needs. • XX demonstrates a strong understanding of the business and engages in effective decision making that aligns with long term goals. • XX identifies and cultivates essential skills and capabilities to grow talent and maximize contributions. He/She links performance and development to business goals.
<p>[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.</p>	<ul style="list-style-type: none"> -Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary 	<ul style="list-style-type: none"> • XX should focus on mapping out all options for moving forward when coming across difficult situations. • XX inconsistently includes colleagues and/or global partners. He/She tends to fall back on working independently. • XX needs occasional reminders to offer development opportunities to the team. XX could benefit from developing her/his constructive feedback skills as she/he tends to shy away from these opportunities. • XX sometimes loses focus of key milestones when working on more than one project.
<p>[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.</p>	<ul style="list-style-type: none"> -Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed 	<ul style="list-style-type: none"> • XX needs significant improvement in acknowledging the teams' contributions to increase engagement. • XX needs constant coaching on embracing change and readily accepting new ways of doing things. • XX does not invest time in developing her/his team with effective development plans. • XX is not visible and lacks availability to coaching the team. • XX needs significant improvement in translating the strategy into day-to-day responsibilities for the team.

Managing for Results

Rating	Key Adjectives/Phrases	Example Performance Factor Language
<p>[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.</p>	<ul style="list-style-type: none"> -Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution 	<ul style="list-style-type: none"> • XX has exceptional technical knowledge that was very beneficial to XX project. • XX is highly effective at addressing complex situations and removing barriers. • XX always remains calm and keeps the end goal in focus, managing challenges extraordinarily well. • XX is highly skilled at maximizing the diverse talents on the team by identifying components of a project that relates to each individual's strengths. • XX promotes the use of Key Performance Indicators ("KPIs") and holds the team accountable to successfully reaching target KPIs. • XX is highly influential in inspiring others to achieve exceptional business outcomes.
<p>[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.</p>	<ul style="list-style-type: none"> -Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good 	<ul style="list-style-type: none"> • XX learns new skills very quickly and can apply and share knowledge effectively. • XX excels at mitigating potential barriers to success. • XX is great at setting clear expectations for team and holding them accountable. • XX excels at engaging the team in the right balance of analysis and execution. • XX displays excellence in execution resulting in surpassing of expectations.
<p>[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.</p>	<ul style="list-style-type: none"> -Good -Achieves -Meets -Successful -Reliable -Effective -Commendable 	<ul style="list-style-type: none"> • XX achieves goals on time and on budget. • XX leverages expertise to advise on the execution of key deliverables. • XX engages the team through collaboration and inclusion. He/She ensures all have a chance to provide input during brainstorm sessions. • XX successfully meets key project milestones and communicates to colleagues and/or global partners on progresses made. • XX effectively breaks large projects into smaller, manageable deliverables to engage the team. • XX effectively prioritizes work in alignment with strategic goals and objectives.
<p>[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.</p>	<ul style="list-style-type: none"> -Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary 	<ul style="list-style-type: none"> • XX tends to delegate too often. He/She needs to focus on conducting regular meetings to understand progress and keep projects on schedule. • XX inconsistently provides direction to the team leading to confusion of expectations. • XX needs further development in project management skills to ensure projects are delivered on time and on budget. • XX inconsistently holds team accountable to established expectations. • XX could benefit from defining the roles of each team member and how they contribute to the larger Company strategy. • XX does not deliver results consistently, on time or within budget.
<p>[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.</p>	<ul style="list-style-type: none"> -Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed 	<ul style="list-style-type: none"> • XX lacks the awareness of how important it is to spend the appropriate amount of time focused on establishing expectations. • XX communicates unevenly across project teams causing confusion. • XX is reluctant to take the initiative to chart out a project strategy forward. • XX missed pre-established and socialized deadlines for deliverables. • XX is unwilling to hold people accountable as XX avoids having difficult conversations.

Problem Solving and Decision Making

Rating	Key Adjectives/Phrases	Example Performance Factor Language
<p>[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.</p>	<ul style="list-style-type: none"> -Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution 	<ul style="list-style-type: none"> • XX is highly capable of working through complex issues on her/his own but also knows when to use the expertise of others. • XX is an active group problem solver. He/She has extensive input to add to group problem solving sessions. XX ideas are well thought out and often give the group a starting point for discussion. • XX expertly handles obstacles. I can rely on XX to handle the unexpected. XX seems to enjoy tackling problems, using remarkable persistence and innovative ideas to work through even the most challenging of issues. • XX digs deeply into problems to find the underlying issues. When others might give up or draw the obvious conclusion, XX makes the effort to ask more questions or find a new source of information. • XX keeps her/his ear to the ground to anticipate potential problems and tackle them head-on thus preventing serious problems. As a result, XX is an unselfish team player in this respect and is often the first to alert others to new developments that could affect them. • XX clearly understands the implications of situations and consistently makes the right decisions. • XX uses sound judgement when deciding what to do. He/She always weighs options carefully and thoughtfully for maximum impact.
<p>[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.</p>	<ul style="list-style-type: none"> -Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good 	<ul style="list-style-type: none"> • Sizing up complex issues is one of XX's strengths. XX quickly sorts through the pieces, pulls out the key elements, and draws up an effective action plan. • XX is very analytical and effectively decisive – especially with difficult or challenging situations. He/She is often consulted to weigh in on matters of importance. • XX contributes frequently to group problem-solving efforts. She/He offers excellent suggestions and carefully considers others' ideas. He/She does a great job of spotting the underlying elements of problems. • XX understands issues and details that are not obvious to others and involves appropriate colleagues in decision making. • XX is determined to get results and does not let roadblocks slow down progress for long. • XX will make a decision when others are hesitant to commit to a course of action.
<p>[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.</p>	<ul style="list-style-type: none"> -Good -Achieves -Meets -Successful -Reliable -Effective -Commendable 	<ul style="list-style-type: none"> • XX is able to sort through the pieces of complicated problems and separate key issues from unimportant details. • XX comes up with more than one solution to problems. He/She plans ahead for possible trouble and is usually prepared to handle change. • XX makes decisions effectively. He/She is a reliable, persistent worker who keeps a positive outlook and does not let unexpected problems stop her/him from successfully completing the task at hand. • The group benefits from XX's input in problem solving abilities. XX has good ideas and is active in group discussion. Her/His decisions are well thought out. • XX is able to identify a developing problem because she/he diligently monitors projects. XX pays attention to detail and takes quick action when problems occur.
<p>[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.</p>	<ul style="list-style-type: none"> -Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... 	<ul style="list-style-type: none"> • XX has difficulty with complex analysis. He/She could apply a more systematic approach when analyzing complex issues. • XX might develop more consistent solutions if she/he took the time to review key information and involve the appropriate people. • Sometimes XX seems to be unaware of problems or is inconsistent when driving solutions against them. He/She could spend some extra time at the start of a project considering potential pitfalls and how to respond.

Problem Solving and Decision Making

	<p>-Improvement necessary</p>	<ul style="list-style-type: none"> • XX jumps to conclusions. I encourage XX to spend a little more time studying problems before taking action. XX is slow to react to problems. If XX could improve in one area of problem solving, it would be in developing a solution as quickly as possible. I trust XX's intuition and encourage her/him to make judgment calls based on the facts at hand. • XX sometimes delays making necessary decisions.
<p>[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.</p>	<p>-Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant Improvement needed</p>	<ul style="list-style-type: none"> • XX needs significant improvement in applying a systematic approach to analyzing complex issues. XX would develop more effective solutions if she/he took the time to write down all relevant issues and consult key stakeholders. • XX has been slowed down by problems that could have been prevented. XX could avoid similar outcomes in the future by taking the time up front to write down potential problems and likely solutions and collaborating with experienced co-workers. • XX needs constant reminding to generate more than one solution for each problem. XX might try setting aside her/his first idea for a short time, then develop at least one other solution before taking action. • XX does not handle unforeseen problems on her/his own but turns to others for answers. • XX moves too quickly when solving problems and constantly acts without knowing all the facts and without proper approvals. • XX tends to deny responsibility when decisions don't work out.

Productivity

Rating	Key Adjectives/Phrases	Example Performance Factor Language
[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.	-Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution	<ul style="list-style-type: none"> • XX handles an exceptional volume of work and does so with extreme accuracy. • XX is very strong at handling multiple priorities and tasks. • XX always goes above and beyond to contribute to the team and the Company. • XX makes significant contributions to the team by acting as a resource to others for knowledge on how to complete tasks. • XX has a very strong understanding of the way in which her/his work impacts that of other TSMs. He/She translates that understanding into exceptional results.
[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.	-Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good	<ul style="list-style-type: none"> • XX handles an above average volume of work with great accuracy. • XX frequently asks to take on more in order to help the team accomplish their goals. • XX makes strong contributions to the team by gaining lessons learned and sharing with others. • XX frequently goes beyond regular responsibilities if that's what it takes to get the job done. • XX can be counted on to meet and often exceed her/his numbers on time.
[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.	-Good -Achieves -Meets -Successful -Reliable -Effective -Commendable	<ul style="list-style-type: none"> • XX maintains a great attitude while delivering on assigned tasks. • XX handles a commendable volume of work. • XX successfully delivers on tasks during the assigned time frame and with minimal errors. • XX can be relied upon to get the job done. • XX is an effective contributor to the team.
[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.	-Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary	<ul style="list-style-type: none"> • XX inconsistently delivers on assigned tasks, impacting the overall productivity of the team. • XX needs improvement in accuracy. • XX needs consistent support in delivering routine requests. • XX needs further development in how to manage and handle multiple priorities. • XX only partially learns from mistakes made in the past so tends to have repeat situations that impact how she/he gets the job done.
[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.	-Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed	<ul style="list-style-type: none"> • XX needs significant improvement in the accuracy of what she/he delivers. • XX needs constant reminding of when deadlines are established for and still does not deliver on time. • XX is reluctant to take responsibility for her/his assignments. • XX does not learn from mistakes and so continues to have repeat situations which impede on the effectiveness of the department. • XX contributes an unsatisfactory volume of work.

Results Focus

Rating	Key Adjectives/Phrases	Example Performance Factor Language
[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.	-Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution	<ul style="list-style-type: none"> • XX is a superb executor who continually far exceeds expectations for all objectives she/he is responsible for. • XX always takes accountability for actions and does whatever it takes to complete the task at hand while working collaboratively with others. • XX fully understands the importance of each project to the greater Company mission and focuses her/his energy on ensuring success through great agility when executing. • XX establishes challenging goals that result in significant contributions to the team and Company. • XX is exceptional at following through on priorities, collaborating with others, and sharing lessons learned for future successful execution.
[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.	-Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good	<ul style="list-style-type: none"> • XX is a resourceful TSM who consistently exceeds expectations when delivering on tasks/projects. • XX thinks strategically and creatively to deliver the best results for each project she/he is working on. • XX holds her/himself accountable and to high standards for each task she/he is responsible for. • XX frequently raises her/his hand for additional work and very often surpasses expectations on all assigned tasks. • XX is very attentive to detail, is committed to high standards of excellence and takes pride in the accuracy of her/his work.
[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.	-Good -Achieves -Meets -Successful -Reliable -Effective -Commendable	<ul style="list-style-type: none"> • XX is a conscientious TSM who consistently meets expectations for assigned responsibilities. • XX is able to prioritize tasks to deliver on assigned commitments. • XX is responsible for a fair workload in which she/he holds her/himself accountable. • XX is reliable in achieving results that serve to support the organization/function's objectives. • XX consistently tracks progress on assigned deliverables and adjusts as necessary to complete tasks successfully.
[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.	-Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary	<ul style="list-style-type: none"> • XX has a difficult time prioritizing tasks in order to deliver on commitments. • XX tends to get distracted by tasks that are not value-added to the final objective. XX can benefit by focusing more on the tasks that will contribute to final results. • Sometimes XX does not take full accountability for progression of assigned tasks. When issues arise, she/he focuses on where to place the blame rather than on how to address the obstacle. • While it is great that XX is focused on delivering results, she/he would benefit from focusing on ensuring deliverables are completed on time and of high quality. • XX requires a high level of support to deliver on routine goals/tasks.
[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.	-Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed	<ul style="list-style-type: none"> • XX regularly submits incomplete tasks. • XX needs significant improvement in how she/he prioritizes assignments in order to deliver results on time and of quality. • XX is reluctant to take responsibility for assigned tasks and consistently pushes off assignments to others. • XX needs constant supervision and a high level of support to complete routine tasks. • XX regularly misses major milestones for deliverables and has not learned from previous mistakes to improve.

Safety

Rating	Key Adjectives/Phrases	Example Performance Factor Language
[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.	-Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution	<ul style="list-style-type: none"> • XX is exceptional at keeping the safety of self and others at the forefront of all tasks and assignments. • XX always follows safety standards and explains them to others when she/he sees others behaving in a way that goes against safety procedures. • XX is highly effective at training peers on safety procedures. • XX always makes suggestions for improvement of safety to management team. • XX always identifies when there may be a breakdown in safety adherence to the appropriate parties.
[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.	-Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good	<ul style="list-style-type: none"> • XX frequently asks how she/he can continue to share the safety messages with the team. • XX has a strong awareness of safety protocol and can be counted on to adhere to it. • XX is an exemplary role model of how to maintain and encourage a safe workplace. • XX makes great recommendations on how we can continue to improve safety in the workplace. • XX shares knowledge on safety tactics with others without being encouraged by management to do so.
[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.	-Good -Achieves -Meets -Successful -Reliable -Effective -Commendable	<ul style="list-style-type: none"> • XX can be relied upon to follow safety procedures. • XX asks for clarification on safety protocol when it is unclear. • XX makes recommendations for enhancements to the safety procedures when requested. • XX keeps a clean workspace to ensure safety when working with tools and equipment. • XX successfully partners with others to maintain safety procedures.
[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.	-Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary	<ul style="list-style-type: none"> • XX needs occasional reminding on keeping her/his workspace clean and uncluttered to adhere to safety procedures. • XX does not always follow all outlined steps in our safety procedures. • XX needs to improve focus on the fact that safety should always come first. • XX needs occasional reminders that safety precautions are there for a reason even if the removal of them would enable assigned tasks to be completed more quickly. • XX does not always make management aware of potential safety hazards.
[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.	-Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed	<ul style="list-style-type: none"> • XX keeps an unsatisfactory workspace. • XX lacks full understanding of safety protocol and has been guided on the protocol regularly. • XX has disregarded safety precautions in order to get assigned tasks completed more quickly. • XX needs constant reminding of actions that could put her/himself and others in danger. • XX is unwilling to complete safety trainings on time.

Team Schein Values and Compliance

Rating	Key Adjectives/Phrases	Example Performance Factor Language
<p>[SE] Substantially Exceeds Expectations: Performance and results <u>consistently exceeded</u> expectations.</p>	<ul style="list-style-type: none"> -Exceptional -Fantastic -Very strong -Always -Highly -Significant contribution 	<ul style="list-style-type: none"> • XX represents the organization in a highly professional manner and always shows support publicly of management decisions whether in agreement or not. • XX can always be relied upon to exemplify our values and standards in an exceptional way when dealing with customers and others. • XX demonstrates superior communication skills and works to truly understand someone's opinions and needs. He/she always supports open and respectful communication. • XX has very strong diplomatic skills. Her/His tone, style and approach are neutral in all situations, regardless of the difficulty or level of conflict. • XX is highly principled and treats all TSMs fairly.
<p>[EE] Exceeded Expectations: Performance and results <u>often exceeded</u> expectations.</p>	<ul style="list-style-type: none"> -Great -Strong -Surpasses -Above average -Frequently -Excels -Exemplary -Very good 	<ul style="list-style-type: none"> • XX is respected and seen as a highly regarded role model of integrity within the company. • XX supports company values on a day-to-day basis and sets a very good example for others to follow. XX is known by others for his/her uncompromising integrity. • XX is thoughtful and courteous towards others. He/She is sensitive to other viewpoints and frequently helps promote an atmosphere of mutual respect. • XX has a very good sense of the strengths and weaknesses of team members and can get the best out of each person. • XX makes decisions that consistently reflect her/his strong commitment to acting reputably.
<p>[ME] Met Expectations: Performance and results <u>consistently met</u> expectations.</p>	<ul style="list-style-type: none"> -Good -Achieves -Meets -Successful -Reliable -Effective -Commendable 	<ul style="list-style-type: none"> • XX can be counted upon to support corporate values and do the best thing for the organization. • XX recognizes and values the different backgrounds, perspectives and opinions of all TSMs and encourages others to show the same respect for each other. • XX is courteous to others and open to their ideas. • XX is an effective communicator and encourages open and candid dialogue. • XX is successful at fostering an environment that allows others to grow towards reaching their full potential.
<p>[BE] Below Expectations: Performance and results <u>generally do not meet</u> expectations.</p>	<ul style="list-style-type: none"> -Partially -Needs occasional -Inconsistent -Incomplete tasks -Further development in... -Improvement necessary 	<ul style="list-style-type: none"> • XX inconsistently adheres to organizational values in dealings with others. • XX sometimes is not aware that she/he has information that would be beneficial to her/his peers. XX may act selfishly at times. • XX does not always treat others fairly. • XX needs further development in building a collaborative environment. • XX needs occasional reminding to be more flexible in dealing with others. Her/His tone and style are not always appropriate or respectful, and sometimes is too direct or forceful.
<p>[NE] Did Not Meet Expectations: Performance and results <u>consistently below</u> expectations.</p>	<ul style="list-style-type: none"> -Reluctant -Unsatisfactory -Lacks -Needs constant -Unwilling -Significant improvement needed 	<ul style="list-style-type: none"> • I have observed that XX often does not act in accordance with organizational values as the role requires. • XX has been reluctant to consider and/or implement new ideas and suggestions. • XX needs significant improvement in her/his tone and style as it is constantly too direct and aggressive when trying to get results from others. • XX needs constant reminding to think thoughtfully about task force members to ensure consideration and inclusion of unique talents and insights. • XX lacks objectivity when developing TSMs. He/She frequently provides guidance and resources for some but not for others.

Providing Advice for Enhanced Performance

While it is important to provide feedback on results and performance during the year as part of your comments on the Performance Appraisal, it is also important to provide advice and feedback on how to enhance performance moving forward. Below you will find suggestions on how to provide future focused comments.

Focus on areas:

- A TSM needs to improve in order to meet expectations
- A TSM should continue to strengthen in order to reach the next step
- Where deeper knowledge would benefit TSM, team and Company (e.g. new market, tools, financial acumen, regulations)

Use phrasing such as:

- To improve, XX should focus on...
- XX can continue to strengthen in XX area by...
- XX should consider...