



Employee Performance

DIAGNOSTIC TOOL

Employee Name: _____

Indicate how accurately the statements below describe your experience with your employee.

- | | DISAGREE | AGREE |
|---|---------------------|-------|
| 1. Results Focused: Employee places the organization's priorities first, takes ownership for results, and overcomes obstacles to produce timely, high quality work. | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | _____ |
| 2. Strategic: a) Employees in executive roles can clearly articulate the strategic framework to decide what work is most important, why it's important, and how success will be measured. b) Employees in other roles take direction well, manage priorities effectively, and collaborate with colleagues to integrate their work with the work of others. | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | _____ |
| 3. Efficient and Productive: Employee uses <u>performance standards and metrics</u> to continuously improve their (personal or team) work product. Employee is an efficient and careful steward of budget money, colleagues' time, and management time. Employee knows when to advocate for a new approach, and when to get in line and get the work done. | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | _____ |
| 4. Forward Thinking: Employee takes initiative to ensure their skills and approaches are up-to date with current advances in their field. They either bring forward new ideas, or learn from others, incorporating new approaches without complaint and adapting to changing expectations. | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | _____ |
| 5. Growth Minded: Employee takes feedback well, learns from their mistakes, doesn't blame other people for poor outcomes, and, without prompting, takes action to improve situations. | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | _____ |
| 6. Respectful: Employee demonstrates humility and respect for others, even when under stress, keeping the focus on work, while avoiding petty office politics or interpersonal conflicts. | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | _____ |
| 7. Service oriented: Employee has earned the trust of others, shares information and credit generously, and helps other people be more successful. | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | _____ |
| 8. Skills are Well-Matched to Job Requirements: Employee demonstrates the required level of knowledge and subject matter expertise to regularly achieve results, without requiring undue intervention or excessive support from colleagues. | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | _____ |
| 9. Attributes are Well-Matched to Job Requirements: Employee's personal attributes align well with the demands of the job. (For example: Steady, dependable, and detail-oriented for stable roles, or agile, curious, insightful and courageous for <u>volatile, uncertain, complex and ambiguous roles.</u>) | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | _____ |
| 10. Behavior is Well-Matched to Organization Culture: Employee's social behavior aligns well with <u>organizational norms and values</u> (such as collegiality, consensus building, decisiveness, etc.) | ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ | _____ |

SCORING:

- Above 90:** Superstar Employee. Be sure you have a retention strategy in place.
- 70-89:** Decide if performance coaching would be likely to create a performance improvement.
- Below 69:** Consider whether the individual's work environment or manager might be a factor. If not, consider replacing this individual. Read [Replacing an Underperforming Executive](#).

TOTAL SCORE _____