

## Managing Performance at Different Levels

Performance Focus	High Performance	Average Performance	Low Performance
What are your developmental goals for this follower?	Expand role	Polish rough edges	Fix performance problems with 1:1 feedback, coaching or training
What do you talk about?	Future: What's next - career development	Present/future: What can be "if only..."	Present: what is required or expected
What do you hold them accountable for?	Results/outcomes	Sustained contribution and self-improvement	Completing daily tasks and meeting expectation
What type of opportunities do you provide them?	Lead important or high visibility missions and projects-Expose them to organizational leadership	Participate in important initiatives	Perform tasks and increase levels of autonomy
What type of training do you provide?	Leadership development and training about your organization	Select leadership development and targeted training for personal development	Remedial training, 1:1 feedback, coaching to review shortfalls and plan for improvement
What type of feedback should you provide?	1:1 feedback that helps them extend their reach and impact	1:1 feedback that helps them hone their performance	1:1 Feedback that evaluates their progress
What should you recognize and highlight?	Impact on your business and department success	Progress toward achieving higher levels of performance	Successful achievement of requirements