FRACTIONAL COO NYC

Example Performance Management Framework

	Work Focus	**Behavior**
New	• Begin new projects • Shift focus to new priorities • Take on new responsibilities • Learn new skills	• Coach on what to do to get promoted or take on a new role
Status Quo	• Continue doing current responsibilities at current quality level • Cross-train teammates	• Recognize good behavior
Stop	• *Deprioritize or stop working on projects • *Give up responsibilities and transition to employee X (junior or lateral) • Coach on how to improve work quality – provide examples	• Coach on behaviors that don't serve their career goals or the organization

Note*: Not a negative. Critical for managers to keep employees focused on highest priority projects as the firm evolves