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| --- | --- | --- | --- |
| Areas for Growth | 1. | 2. | 3. |
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| **Not Yet Evident** |
| Little to no observable progress in this area. May not yet demonstrate awareness or understanding. |

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| **Emerging** |
| Beginning to show some awareness or understanding and is making initial attempts at change, but consistency is lacking. |

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| **Developing** |
| Demonstrates a consistent understanding and application of new behaviors in some contexts but may still revert to old patterns under stress |

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| **Proficient** |
| Consistently demonstrates the desired behavior across various contexts and shows a strong understanding of their impact. |

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| **Exemplary** |
| Has fully integrated the behaviors, acts as a role model, and proactively seeks opportunities for further growth and refinement. |

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\*Ask the manager to do this exercise too

# Action Plan & Start Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

For Each area, what are one or two things that can to help the manager with their skill gap? (things you’re NOT doing today).

Area 1:

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Area 2:

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Area 3:

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What cadence can we practice and/or skill check with them to improve the gap? (i.e. bi-weekly, monthly, build a routine) & **When will we know what DONE looks like?**

Area 1:

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Area 2:

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Area 3:

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Scenario ideas for each gap (examples to build with):

Area 1:

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Area 2:

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Area 3:

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Doug McGregor - Theory X & Theory Y

* Theory X = employees dislike work, prefer to be directed and must be coerced/controlled through Supervision/Punishment to reach goals
* Theory Y = employees are intrinsically self-motivated, enjoy responsibility, and problem solving. They’re capable of self-direction & control.

Conversation Starters:

* I’ve noticed that when you’re under duress, you tend to….
* That must create some level of discomfort
* What would it look like if we could have addressed some of Suzie’s gaps 3 months ago when the signs started appearing?
* How would we have addressed those issues to align her results with company goals?

Practice messaging:

* How do you think the conversation went?
* Grade yourself & explain why?
* What would someone else grade you
* How would I (HR or manager) grade you?
* What’s one thing you would do differently?

Better Performance Conversations:

Rate your managers & Have them Self rate (1-5 scale)

* How are they on ensuring they’ve communicated goals clearly?
* Are the goals realistic?
* How consistent is the manager with one-on-ones, check-ins, quarterly reviews?
* Do you see concrete improvements from employees after specific feedback has been given? (or is there confusion)
* Does the manager guide, coach, instruct based on the desired outcomes? (What, How, and Why)
* Does the manager leverage the employee strengths to help them succeed? (Theory Y)
* Celebrating success (small and large)