



- Taking initiative and seizing opportunity and looking for how to make good things happen vs. finding reasons for "why not".
- Aggressively and vigorously pursuing important goals.
- Straight-forward, candid and sincere communication.
- Managing conflict constructively with differences being explored and settled with mutual respect and courtesy.
- Acting with awareness of the impact your decisions and behavior have on others so you don't inadvertently have a negative impact on others' work.

#### "B" means: (the 70%)

- The workhorses of the organization
- Often not spectacular performers, but steady and solid.
- A certain amount of these could be tolerated, but not as leaders of a department.

#### "C" means: (the 10%)

- Not realizing their potential or
- Not realizing their performance
- Possibly not following the "GE way"
- They must either move up or out

These designations apply not only to workers at the bottom levels, but also managers.

#### How To Avoid Poor Performance

- **Hire correctly** - Recruit those with the best skills, attitude, emotional intelligence and personality profile for the position.
- **Avoid employee ranking systems with quotas** - An "If I win, you lose." environment, destroys teamwork, trust, and morale.
- **Managers must work with each employee individually** - Make employee training a priority, set improvement goals, and motivate them to achieve those goals.

Also, this question must be asked, "Is the performance issue a result of poor process, poor leadership, or a few poorly performing individuals?" Recruitment of quality people, rarely leads to individual performance issues.

A performance management system that reinforces a culture of engaged employees can be a tremendous competitive advantage. At least one-third of organizations are alienating employees with some sort of dysfunctional ranking practice. Instead, your organization can create a high-performance culture by leveraging the minds and hearts of your people.

#### Additional Information

For additional information about Managing Performance or for assistance with Improving Management Performance, contact us at 510-352-2121 or 678-344-6373. We're here to help.

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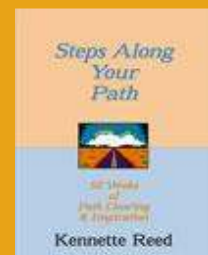
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