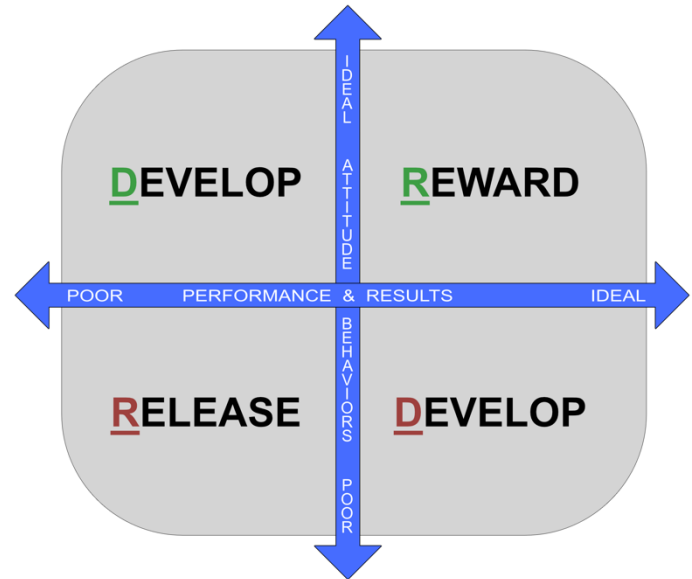




Employee R&D Assessment Model

This simple mental model can be used to quickly assess how to engage with an employee based on their “Performance and Results” overlaid with their “Attitude and Behaviors”. This is not meant to be a complete review methodology by any means, but instead can help the manager rapidly clarify whether an employee should be rewarded, developed further, or considered for release from the team and/or company.



The manager may ask themselves – “Should I be cheering this employee on to even higher performance, investing in them to help fill in critical gaps, or managing them out of the company”?

One way to answer that question is to consider the employee’s attitude and/or behaviors. Do they fit in with the culture? Are they putting in genuine effort? Do they respect their peers and the company’s leadership? Are they a true team player?

In addition, the manager should look at the actual results the employee delivers. Are they carrying an equitable share of the load? Are they winning or losing deals? Are they keeping up with the demands and pressures of their role?

When you answer these side-by-side questions, and then plot the answer in the R&D matrix, your response to that employee as their manager becomes obvious almost immediately.

If they score near “Ideal” in both Attitude and Results, then **reward** that employee. Stand out of their way and watch them continue to excel, no intervention is needed.

If they score near “Ideal” in Attitude, but are struggling with delivering Results, then invest in that employee. Coach and train them, encourage them ... **develop** them, and find ways to fill in the gaps in their experiences and/or skill set.

If they score near “Ideal” in Results, but have a “Poor” Attitude, the manager should consider **developing** them towards being better team players and a better cultural fit within the company.

If they score near “Poor” in both Attitude and Results, there may not be much hope for this employee in their current role. Serious reflection on the manager’s part, along with serious discussions with the employee should be considered. The best path for both the manager and the employee may be to **release** (i.e., terminate) them from their current role or even the company.