

An Analogy for Performance Management:

- **Does Not Meet Expectations** - Show them the cookbook, the exact recipe to use, walk them through it line by line, and they are still unable to cook the meal.
- **Development Needed** - Show them the cookbook, and which recipe to use, and they can cook the meal if you walk them through the recipe line by line.
- **Fully Achieves Expectations**- Show them the cookbook and give them an idea of which recipe to look for. They'll figure it out and cook a good meal.
- **Frequently Exceeds Expectations** - You let them know there's a cookbook somewhere (but they probably already know), and they will consistently find the best recipe to use, and cook a great meal every time.
- **Consistently Surpasses Expectations**- They will know you're hungry before you do, have already gone and found the three best cookbooks (using solid methodology and independent judgment), have already picked the best options from each one, proactively and articulately explain the potential benefits and drawbacks for each one (and concurrently explores the idea that perhaps a dinner party isn't the best option and has suggested a potential alternative to consider), helps you come to a mutually beneficial meal decision after considering the needs of all the other guests, has already gathered all appropriate products, has made all necessary arrangements (including taking the extra step of confirming the date/time with the guests and asking about food allergies and preferences), and prepares a flawless, "iron-chef" quality meal.