

## How does performance show up in action?

Success in any role depends on three key performance areas: **Individual Achievement**, **Team Collaboration**, and **Organizational Value**. These areas ensure that employees not only meet their own goals but also contribute to their team's success and create meaningful value for customers. Use the examples below as a supplement to our [Performance Rating Rubric](#) to help you identify performance levels for yourself or your direct reports.

### Unsatisfactory:

Marcus's **Individual Achievement** is consistently below expectations. He frequently misses deadlines, submits incomplete work, and does not take responsibility for his tasks, creating additional burdens for his colleagues. His **Team Collaboration** is lacking, as he rarely engages in team discussions, avoids offering support, and sometimes creates a negative atmosphere by dismissing others' ideas or refusing to contribute. Regarding **Organizational Value**, Marcus disregards feedback about how his actions negatively impact workflows, customers, and overall team efficiency, showing little effort to improve despite repeated guidance.

### Inconsistent:

Lisa's **Individual Achievement** fluctuates. While she completes some tasks well, she often needs reminders, struggles with organization, and is inconsistent in meeting deadlines and quality expectations. In **Team Collaboration**, she participates in discussions but can sometimes be unenthusiastic or skeptical, which dampens team momentum. She supports colleagues at times but is not always reliable. In terms of **Organizational Value**, she is hesitant to adapt to changes or proactively find ways to improve processes, even when provided with constructive feedback on areas for growth.

### Effective:

David demonstrates solid **Individual Achievement** by reliably completing his tasks, meeting deadlines, and producing quality work that meets expectations. His **Team Collaboration** is positive—he engages with colleagues, contributes to discussions, and supports a respectful and productive team environment. In terms of **Organizational Value**, he considers how his work affects the organization and its customers, occasionally suggesting improvements and ensuring his contributions align with broader department/unit goals.

### Highly Effective:

Sophia's **Individual Achievement** sets her apart. She not only meets expectations but proactively solves challenges and takes on complex projects with confidence and discipline. In **Team Collaboration**, she frequently volunteers for additional assignments, provides valuable insights in team discussions, and ensures her work does not create unnecessary burdens for colleagues. Regarding **Organizational Value**, she consistently looks for ways to enhance efficiency, customer satisfaction, and long-term organizational priorities, demonstrating a commitment to continuous improvement.

### Exceptional:

Jordan excels in **Individual Achievement**, delivering exceptional results on every project and consistently exceeding expectations. He is a go-to expert, sought after for his ability to execute high-impact work. His **Team Collaboration** is outstanding. He fosters a culture of teamwork, actively supports colleagues, and sets a positive example of engagement and leadership. In terms of **Organizational Value**, Jordan is proactive in identifying areas for innovation and takes the lead on initiatives that enhance the department's operations, customer experience, and overall success.