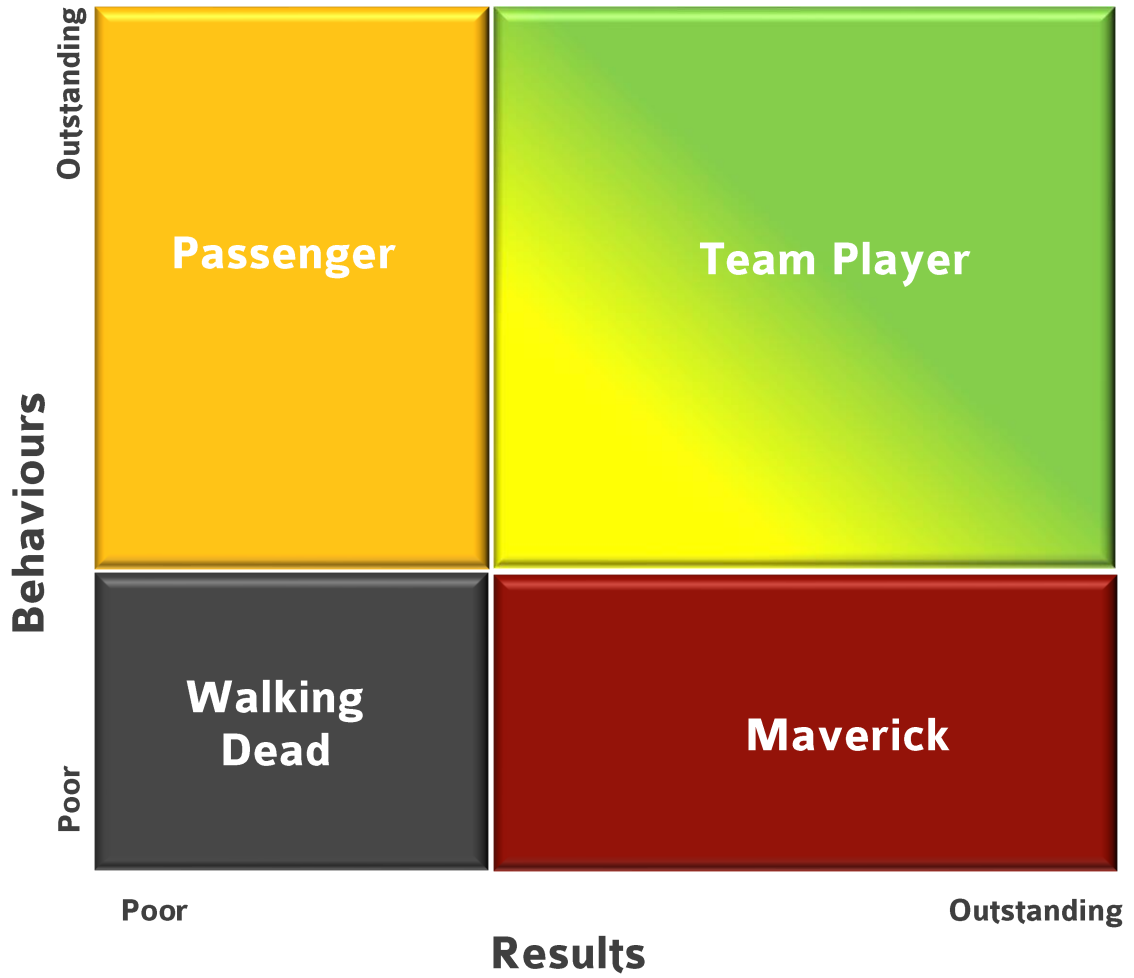


## The Performance Window

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## Walking Dead – Poor Behaviours, Poor Results

### What are some of their potential behaviours?

- 🌀 Poor timekeeping
- 🌀 Work to scheduled hours only
- 🌀 Don't ask for help
- 🌀 Always tired
- 🌀 Moan about others
- 🌀 Do as little as possible

### What might others see / believe?

- 🌀 Why are they even here?
- 🌀 Why am I working hard when they aren't?
- 🌀 Others think they are a waste of space
- 🌀 Others in the team can't be bothered with them
- 🌀 Why isn't the leader dealing with them?

### How do you, as a leader, feel about them?

- 🌀 Frustrated
- 🌀 Helpless
- 🌀 Hope they will just leave

### How much time do you, as a leader, spend with them?

- 🌀 Either lots of time – focussing on the task
- 🌀 Or no time at all hoping that if you ignore them the problem will just go away



## Passenger – Excellent Behaviours, Poor Results

### What are some of their potential behaviours?

- 🌀 Come in early
- 🌀 Friendly and approachable
- 🌀 Offer to work overtime
- 🌀 Offer to help others, although never follow through
- 🌀 Organise team events
- 🌀 Speak to everyone
- 🌀 Don't achieve the results

### What might others see/believe?

- 🌀 Initially really like them
- 🌀 Initially make allowances for their lack of results
- 🌀 See them as a real team player
- 🌀 Look after the emotional needs of others in the team
- 🌀 Become frustrated by their lack of results
- 🌀 Talk about them behind the Passengers back
- 🌀 Feel that the leader is not really concerned or focussed on the results
- 🌀 Why am I working hard when they aren't?

### How do you, as a leader, feel about them?

- 🌀 They are no trouble
- 🌀 Are a pleasure to have within the team
- 🌀 People seem to like them
- 🌀 If you deal with them others in the team will not like you because you have upset someone who is really nice
- 🌀 End up doing their work for them.

### How much time do you, as a leader, spend with them?

- 🌀 Very little as they are no trouble.



## Team Players – Excellent Behaviours, Excellent Results

### What are some of their potential behaviours?

- 🌀 Help others
- 🌀 Un solicited displays of discretionary effort
- 🌀 Unpaid overtime
- 🌀 Offer to help others
- 🌀 Do more than required
- 🌀 Challenge you (respectfully)
- 🌀 Ask for help if required

### What might others see/believe?

- 🌀 A role-model
- 🌀 Respected
- 🌀 The next leader of the team?
- 🌀 Someone to refer to
- 🌀 The teacher's pet – leaders favourite
- 🌀 Intimidating
- 🌀 Get all the best tasks

### How do you, as a leader, feel about them?

- 🌀 Grateful they are in your team
- 🌀 Reluctant to let them move on as they get you the results
- 🌀 Worried they are after your job

### How much time do you, as a leader, spend with them?

- 🌀 Very little, they don't appear to need you – just let them get on with it



## **Maverick – Poor Behaviours, Excellent Results**

### **What are some of their potential behaviours?**

- 🌀 Dominating
- 🌀 Critical of others
- 🌀 Look for allies
- 🌀 Unwilling to help and support others
- 🌀 Target driven
- 🌀 Focussed
- 🌀 Vocal
- 🌀 Aggressive
- 🌀 Will walk over others to achieve their personal targets

### **What might others see/believe?**

- 🌀 Rewarded for getting the results, despite their behaviour
- 🌀 Criticise the leader in front of them or behind their back
- 🌀 The unofficial leader of the team
- 🌀 Intimidating
- 🌀 Well respected, often well liked
- 🌀 Why doesn't the leader deal with them
- 🌀 Others think this is how the leader wants the team to behave

### **How do you, as a leader, feel about them?**

- 🌀 Grateful they are in your team as they get you the results
- 🌀 Often scared of these people
- 🌀 Worried they are after your job

### **How much time do you, as a leader, spend with them?**

- 🌀 Often, very little – if you address their behaviour the results will suffer
- 🌀 If you try to deal with their behaviour it might get ugly!

