



9 Pathways to Superior Performance

“Top Performance Factors Quantified”

Benchmarking Tool
for
Job Specific Benchmarking

<i>Job Title:</i>	
<i>Company Name:</i>	
<i>Signed:</i>	<i>Date:</i>

9 Pathways to Superior Performance

"A 9 Pathway Multi-Dimensional JOB SPECIFIC Performance Survey"

➤ How to use this "Net Talent" Benchmarking Tool:

Strong performance for jobs where fewer than 50 People occupy for the SAME POSITION can be accurately benchmarked using this 9 Pathways Superior Performance 360 Questionnaire.

Only those who Intimately KNOW THE JOB being benchmarked or are CURRENT INCUMBENTS should provide input for this benchmarking survey. The desired results are dependent upon quality, care and accuracy of the input provided.

You will be presented with 9 separate Pathway MODULES. Please read the 12 Performance Statements presented for each pathway and SELECT the 4 Performance Factors that are MOST Critical for Strong Job Performance from the LEFT COLUMN and then SELECT the 4 Performance Factors that would be MOST TOXIC for Strong Job Performance from the RIGHT Column.

A job focused benchmarking process not only aligns our clients with EEOC guidelines, but it enables our clients **FOR THE FIRST TIME EVER...to Easily compare a Candidate or Incumbent's NET TALENT to the Needs of the Specific Job.**

*Net Talent = "The Strength of YOUR Strengths Impacted
by the Strength of Your Performance Blocks!"*

Begin by entering the 3 or 4 Key Results you are seeking from an Effective Decision Making Team Member
1.
2.
3.
4.

9 PATHWAYS TO SUPERIOR PERFORMANCE

Mark 4 Strengths and 4 Problem Areas from each Pathway

<i>1st Pathway to Superior Performance — Trust</i>				<i>1st Pathway to Superior Performance — Trust</i>			
Must develop & maintain trust from others.		1	1			Will have difficulty building trust in others.	
Must be sensitive to the needs, concerns & attitudes of others.		2	2			Will not be concerned about the needs & issues of others.	
Must make an effort to make others feel valuable.		3	3			Will not take the time to make others feel worthwhile.	
Must be pleasant, courteous & tactful toward others.		4	4			Will not be concerned about being pleasant or courteous.	
Must help others to have the confidence to take risks.		5	5			Will build & create doubt in others about taking risks.	
Must motivate others in a positive and reinforcing way.		6	6			Will not go out of their way to motivate in a positive way.	
Must encourage others and provide positive reinforcement.		7	7			Will not likely take the time to encourage others.	
Must suggest improvement and adjustments in a positive manner.		8	8			Will give advice to others in a superior, critical way.	
Must be sensitive to the inner worth of other people.		9	9			Will not pay attention to treating others in a negative way.	
Must be open to the perspective and suggestions from others.		10	10			Will not be open to the ideas or perspective of others.	
Must be open to listening to others' views without personal bias.		11	11			Will tend to develop negative biases about others.	
Must be able to promote autonomy and freedom of action.		12	12			Will try to control the decisions of others.	

Mark 4 Strengths and 4 Problem Areas from each Pathway

<i>2nd Pathway to Superior Performance — Team Synergy</i>				<i>2nd Pathway to Superior Performance — Team Synergy</i>
Must embrace and reinforce the value of sharing and cooperation.	1	1		Will not be willing to cooperate and share.
Must be open to the ideas and suggestions of others.	2	2		Will not be open to others' ideas and input.
Must be willing to listen to others' opposing points of view.	3	3		Will not be willing to listen to opposing points of view.
Must be able to maintain a positive and supportive attitude.	4	4		Will not be concerned about being supportive and positive.
Must be able to keep communications clear and to the point.	5	5		Will not communicate in a clear, direct manner.
Must be able to provide feedback in a positive manner.	6	6		Will provide feedback in a negative manner.
Must be able to assign tasks clearly and specifically.	7	7		Will not give clear directions about what to do.
Must be able to be certain that delegation of duties is clearly assigned.	8	8		Will not let others know what they expect from them.
Must treat and direct others fairly and consistently.	9	9		Will not pay attention to being fair and consistent.
Must be able to set priorities in relationships with others.	10	10		Will have difficulty deciding what is important in relationships
Must be able to deal with conflicting issues in a positive manner.	11	11		Will have difficulty dealing with difficult or conflicting issues.
Must be able to evaluate problems from a variety of perspectives.	12	12		Will have difficulty seeing the forest for the trees.

Mark 4 Strengths and 4 Problem Areas from each Pathway

<i>3rd Pathway to Superior Performance — Vision & Mission</i>				<i>3rd Pathway to Superior Performance — Vision & Mission</i>
Must be able to maintain a strong sense of direction & purpose.	1	1		Will not demand the best from themselves or others.
Must have a strong sense of ambition.	2	2		Will have difficulty keeping their word and commitments.
Must be able to communicate optimism, vision and purpose.	3	3		Does not stick by their decisions.
Must be able to embrace the company's common mission.	4	4		Will make commitments they cannot or will not keep.
Must have a sense of optimism and a belief that things will work out.	5	5		Will tend toward negative, skeptical thinking. The focus is on what is wrong rather than on what is right.
Must exhibit confidence that things are being taken care of.	6	6		Will not be optimistic that things will work out for the best.
Must maintain a positive attitude toward the world and those within it.	7	7		Will have a cautious, skeptical and hesitant attitude.
Must have a high level of self- confidence and a positive view of self.	8	8		Will tend to be doubting and skeptical about themselves.
Must reinforce a personal commitment to strive to do one's best.	9	9		Will lack a sense of inner direction, purpose and meaning.
Must keep one's promises and personal commitments to others.	10	10		Will not consistently push to achieve their goals.
Must be able to stick by their decisions.	11	11		Will focus on the negative, constantly seeing why things will not work out.
Must be willing to keep the commitments they make to others.	12	12		Will focus on their own priorities at the expense of the team.

Mark 4 Strengths and 4 Problem Areas from each Pathway

<i>4th Pathway to Superior Performance — Responsibility & Integrity</i>				<i>4th Pathway to Superior Performance — Responsibility & Integrity</i>			
Must be responsible and accountable for their own actions.	1	1		Would not worry about accepting the responsibility for their action or the actions of others.			
Must be capable of independent, autonomous and responsible actions.	2	2		Would not worry about ownership for their mistakes and inappropriate decisions.			
Must pay attention to doing the right thing.	3	3		Would not be concerned nor pay attention to doing things right.			
Must be personally responsible for their own mistakes.	4	4		Would not feel, or accept responsibility for their mistakes.			
Must make and keep their commitments and promises.	5	5		Would not typically deliver on their commitments or promises.			
Must reinforce others' personal commitment to do their best.	6	6		Would not be concerned about doing their best.			
Must have a personal commitment to do what is right.	7	7		Would not be bothered by sloppiness, ineffective or inappropriate decisions.			
Must accept responsibility for the consequences of his/her personal actions.	8	8		Would not worry about the consequences of their actions.			
Must pay attention to standards and codes of conduct.	9	9		Would not be worried about living up to standards and codes of conduct.			
Make certain the consequences of his/her actions reflect standards.	10	10		Would not be concerned about inappropriate decisions or actions.			
Must keep decisions consistent with beliefs, goals and plans.	11	11		Would not be worried about being inconsistent – like a ship without a rudder.			
Must pay attention to the value of established standards.	12	12		Would look and even seek ways around existing standards and codes.			

Mark 4 Strengths and 4 Problem Areas from each Pathway

<i>5th Pathway to Superior Performance — Getting Results</i>				<i>5th Pathway to Superior Performance — Getting Results</i>			
Must be willing to do whatever it takes to accomplish goals.		1	1				Would have difficulty knowing what to do next.
Must be realistic and honest with self about what they can do.		2	2				Would not set challenging priorities.
Must be able to be counted on in good times and bad.		3	3				Would not pay attention to getting things done.
Must be able to stay on track until the task is completed.		4	4				Would tend to overlook or let priorities slide.
Must be able to get things done.		5	5				Would say or do things at the wrong time.
Must be able to take care of daily detail work.		6	6				Would not feel a sense of urgency to take care of immediate problems quickly.
Must be able to respond to immediate problems.		7	7				Would not pay attention to taking care of daily detail work.
Must have a good sense of time and timing.		8	8				Would tend to have difficulty in actually getting things done.
Must set and take care of priorities.		9	9				Would have difficulty staying focused and on track.
Must be able to pay attention to what needs to be done.		10	10				Could not be counted upon in good times and bad.
Must be able to set priorities that will integrate all needs.		11	11				Would not be honest with themselves about what they can actually do or accomplish.
Must be able to tell the critical from the important problems.		12	12				Would not be willing to do whatever it takes to accomplish their goals.

Mark 4 Strengths and 4 Problem Areas from each Pathway

<i>6th Pathway to Superior Performance — Success Strategies & Discipline</i>			<i>6th Pathway to Superior Performance — Success Strategies & Discipline</i>		
Must have very strong commitment to goals.	1	1		Would not worry about cleaning up their mess or any confusion they caused.	
Must be able to identify obstacles and ways to overcome them.	2	2		Would not think ahead and have a plan b if things did not work out.	
Must put the interests of the team/ company above selfish interests.	3	3		Would not consider the consequences of “shooting from the hip”. would tend to be more reactive than proactive.	
Must seek feedback from othes to improve performance.	4	4		Would not pay attention nor focus on long range goals.	
Must translate priorities into decisions.	5	5		Would not anticipate nor take time to create ways to solve problems ahead of time.	
Must track the success and failure of decisions.	6	6		Would not be likely to keep things on schedule.	
Must monitor progress to keep things on schedule.	7	7		Would not see nor understand why specific decisions succeeded or failed.	
Must build strategies for crisis intervention.	8	8		Wouldnot be able to translate priorities into decisions. tend to have difficulty doing what is most important.	
Must pay attention to long term goals.	9	9		Would not be inclined to ask for help.	
Must make decisions on a proactive basis.	10	10		Would not put the interests of the team above their own personal priorities.	
Must plan for things not working out as expected.	11	11		Would not be able to see and plan ways to work around and overcome obstacles and problems.	
Must attend to concrete and conceptual organizing.	12	12		Would not be concerned about meeting their goals.	

Mark 4 Strengths and 4 Problem Areas from each Pathway

<i>7th Pathway to Superior Performance — Innovation & Change</i>				<i>7th Pathway to Superior Performance — Innovation & Change</i>			
Must be open to their own mistakes and willing to change.		1	1				Would not pay attention to/focus on critical issues.
Must continually seek to improve performance.		2	2				Would not be open to inventive thinking and would tend toward being closed minded.
Must keep an open mind.		3	3				Would not take the time to consider and try out new and inventive ideas and alternate ways of doing things.
Must have no fear of success or failure.		4	4				Would not see problems before they moved into crisis mode and hit them in the face.
Must use inventive thinking without losing perspective.		5	5				Would not know when to know when to take risks and chances.
Must promote confidence in others to take risks.		6	6				Would not have the confidence to act and would be too worried about making the right decision to take action.
Must know when to take risk and make changes.		7	7				Would not be able to keep perspective and would become too focused on seeking new or inventive solutions.
Must see problems before they hit them in the face.		8	8				Would not be effective due to a fear of either success or failure.
Must pay attention to inventive thinking.		9	9				Would not have an interest or inclination toward ideas and strategies for improving themselves.
Must take time to be creative and inventive.		10	10				Would not be open to their own mistakes or willing to change and correct their actions.
Must be open to ideas for solving problems.		11	11				Would not be inclined to embrace inventive thinking.
Must be inventive and aware of critical issues.		12	12				Would not pay attention to improving themselves.

Mark 4 Strengths and 4 Problem Areas from each Pathway

<i>8th Pathway to Superior Performance — Preparation and Tactics</i>				<i>8th Pathway to Superior Performance — Preparation and Tactics</i>			
Must make decisions with confidence.		1	1				Would not be able to manage confusion.
Must keep composure in stressful situations.		2	2				Would not be able to budget the time needed to complete tasks and projects.
Must have good problem-solving ability.		3	3				Would not be inclined to deliver projects and commitments on time – not inclined to get things done on schedule.
Must think ahead about problems and solutions.		4	4				Would not be able to identify the driving forces or root causes of a problem.
Must know what needs to be done and what can be done.		5	5				Would not be able to see the difference between a genuine crisis and a minor problem.
Must know what is needed to support decisions.		6	6				Would not pay attention to the key components of an issue and what was needed to get things done.
Must be able to identify both crisis issues and minor problems.		7	7				Would not be able to diagnose problems and create effective solutions to those problems.
Must be able to discover what is causing problems.		8	8				Would not be inclined to take the time to think ahead.
Must make an effort to keep things on schedule.		9	9				Would not be inclined to practice good problem-solving and decision theory protocols.
Must know the time needed to complete tasks.		10	10				Would not be able to solve problems with speed and accuracy.
Must keep schedules tied to priorities.		11	11				Would not be inclined to keep their composure in emotional or conflicting situations.
Must focus on planning, focusing, and priorities.		12	12				Would not be realistic in evaluating their abilities – would tend to over or under estimate their abilities to get things done.

Mark 4 Strengths and 4 Problem Areas from each Pathway

<i>9th Pathway to Superior Performance — Consistency and Conformity</i>				<i>9th Pathway to Superior Performance — Consistency and Conformity</i>			
Must respect authority.		1	1				Would not see or worry about the consequences of their choices and/or solutions.
Must respect principles, rules and property.		2	2				Would not typically set realistic expectations.
Must maintain commitment to plans and programmes.		3	3				Would not be able to avoid making inconsistent decisions.
Must emphasize importance of standards and codes.		4	4				Would not be concerned about making certain that things were done right. Quality control would be a low priority.
Must set challenging and attainable goals.		5	5				Would not focus on and might discount the importance of short and long range issues.
Must set realistic, relevant, and clear goals.		6	6				Would not be able to organize their thinking with effective strategies and programs.
Must build organized strategies and programs.		7	7				Would not tend to set realistic, achievable goals.
Must be attentive to short and long range goals.		8	8				Would not accept ownership for their decisions. Would struggle to stay on plan and on programme.
Must focus on maintaining quality control.		9	9				Would not respect company rules, codes or even property.
Must focus on making consistent decisions.		10	10				Would not avoid a negative “chip on the shoulder” attitude.
Must set realistic standards and expectatons.		11	11				Would not take the time to plan or schedule activities.
Must be attentive to consequences of solutions.		12	12				Would not typically set realistic goals.

Superior Performance Pathway Statements

Building Trust and the Common Bond	As a baseline, this essential requires that you see each person as unique, valuable and deserving of your respect for their rights as individuals.
Building Team Synergy	Synergy is where two or more discreet influences or agents acting together create an effect greater than that predicted by knowing only the separate effects of the individual agents.
Setting Vision, Mission and Purpose	One of our greatest needs is to have a sense of purpose and to be part of something that is larger than we are as individuals.
Instilling Responsibility and Integrity	Leaders must create an environment where people feel responsible and accountable for their choices with a clear understanding of their roles, expectations and how to meet them.
Focusing on Results	This is about focusing on results and outcomes first, then innovating ways to accomplish them.
Developing Strategy and Discipline	This is personal discipline of identifying potential obstacles and blocks and developing strategies for overcoming them. It is the ability to track and measure the success and failure of decisions.
Fostering Innovation and Change	This is about creating a culture that encourages, supports and rewards innovation and change. It requires an adaptive and growth model that encourages trial, error and learning.
Preparation and Tactics	This is about personal competence and confidence in decision-making. It has to do with the individual's and company's ability to deal with and solve problems in a positive manner.
Maintaining Consistency and Conformity	This is a respect for authority, rules, codes and property. There is an emphasis and willingness to meet establish standards. This is setting goals that are challenging attainable, in both the short and long-term.