

Developing Talent...

Performance ↑	Exceptional	High Performer		Exceptional Talent
	Exceeds Expect'ns			
	Meeting Expect'ns	Solid Performer		Talent
	Below Expect'ns			
	Needs Action	Underperformer		Potential/New in Role
		Fit for Today	Fit for Growth	Fit for Future
		Potential →		

Fit For Future

Significantly larger role. This indicates potential for promotion to a more senior position or to adapt to the creation of a significantly larger role.

Fit For Growth

Moderate growth in role. Has potential to adapt to a moderate growth in size / complexity / responsibility of their current role in response to business demands or growth.

Fit For Today

Potential for lateral move to broaden experience. This indicates some talent (and interest) to take on a new challenge in a different sector, to re-train new skills or take on a project of similar complexity and scale as now.

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	BUSINESS PERFORMANCE (THE 'WHAT')	PERSONAL PERFORMANCE (THE 'HOW')
EXCEPTIONAL <i>Delivery far exceeds what was agreed / A role-model</i>	<ul style="list-style-type: none"> • Significantly outperforms against all objectives. • Leads without guidance and champions change. • Highly engaging of stakeholders. • Challenges the status quo to create value. 	<ul style="list-style-type: none"> • A role model always leading by example. • Demonstrates exemplary integrity. • Inspires trust and respect, providing impact/energy. • Excels under pressure; brings energy to others.
EXCEEDS EXPECTATIONS <i>Delivers what was agreed and more / Walks the talk</i>	<ul style="list-style-type: none"> • Achieves all objectives; outperforms against some. • Regular contributor to Business Unit and team. • Requires no guidance from mgt to fulfil role. • Demonstrates flexibility of approach to others. 	<ul style="list-style-type: none"> • Role model consistently acts in line with values. • Demonstrates integrity and a strong drive to succeed. • Builds trust and respect through interactions. • Shows clear leadership under pressure.
MEETING EXPECTATIONS <i>Delivers everything that was agreed / Lives the behaviours</i>	<ul style="list-style-type: none"> • Consistently delivers against all or most objectives. • Makes recognised contributions to Business Unit. • Requires limited or no guidance to fulfil role. • Creates plans that deliver in line with targets. 	<ul style="list-style-type: none"> • Sets an example and behaves consistently with values. • Demonstrates integrity and a clear drive to succeed. • Gains commitment and confidence of others. • Works well under pressure.
BELOW EXPECTATIONS <i>Scope for improvement in delivery / Lives some of the behaviours</i>	<ul style="list-style-type: none"> • Fails to deliver against some significant objectives. • Performance is inconsistent and needs to improve. • Requires more than average guidance from above. • Has little grasp of business life outside own role. 	<ul style="list-style-type: none"> • On occasion, may fail to behave in line with values. • Builds limited trust and respect. • Has difficulty gaining credibility and buy-in from others. • At times struggles to manage priorities under pressure.
NEEDS ACTION <i>Fails to deliver / Behaviour is inconsistent</i>	<ul style="list-style-type: none"> • Fails to meet most or all objectives. • Performance is unsatisfactory and must improve. • Limited interest beyond immediate role. • Resists change and has negative influence on others. 	<ul style="list-style-type: none"> • Does not behave in a way that supports M/Rail values. • Lacks drive and motivation to deliver results. • Has difficulty working with others. • Does not respond well to work pressure.