



THE "WHAT" AND THE "HOW" OF PERFORMANCE MATRIX

Managers and Employees are encouraged to use this tool throughout the CAP cycle to reflect on the level of success in achieving outcomes or the "What", and the level of success in demonstrating behaviors or the "How".

Employees and managers are encouraged to reflect on employee's progress towards goals/priorities set and identify where employees fall on the matrix for each CAP goal. Through using this tool, both managers and employees have a shared language to help identify what and how an employee does well and where they can improve.

For further expanded definitions and explanations, please see next page of the document. For further conversations around the "Why" managers and employees are encouraged to reflect on and connect their behaviors and outcomes to their individual and University Values.

The "How" = Level of Success in Demonstrating Behaviors

Behaviors - Lives the values of Bentley University, models Staff and/or Leadership Skills for Success and is engaged in the success of the workgroup.

<u>Exceptional Behaviors and Inconsistent Outcomes</u>	<u>Exceptional Behaviors and Successful Outcomes</u>	<u>Exceptional Behaviors and Outcomes</u>
<u>Successful Behaviors, Inconsistent/ Outcomes Need Improvement</u>	<u>Successful Behaviors and Successful Outcomes</u>	<u>Successful Behaviors and Exceptional Outcomes</u>
<u>Fails to be Successful in Behaviors and Outcomes</u>	<u>Behaviors Inconsistent/Needs Improvement and Successful Outcomes</u>	<u>Inconsistent Behaviors and Exceptional Outcomes</u>

The "What" = Level of Success in Achieving Outcomes

Outcomes - Performance of job duties, has a positive and influential impact on work and willingness to take responsible risks even if they fail.

*Adapted, with permission, from the Cornell University Behavior and Results Matrix

The "How" = Level of Success in Demonstrating Behaviors

Behaviors - Lives the values of Bentley University, models Staff and/or Leadership Skills for Success and is engaged in the success of the workgroup.

Exceptional Behaviors and Inconsistent Outcomes

Behaviors recognized as an exceptional demonstration of the Living Bentley Values Competencies:

- Individual and team contributions exceed expectations
- Cultivates relationships and engages others, encourages and promotes cooperation and a welcoming environment for all
- Is adaptable, initiates new approaches, embraces change, and helps others adapt
- Consistently seeks and dependably provides others with honest and productive feedback

Inconsistent in delivering outcomes:

- Varies in reliability of meeting job standards
- Often struggles to keep up with pace and demand of position
- Inconsistent and unreliable communication surrounding job responsibilities

Exceptional Behaviors and Successful Outcomes

Behaviors recognized as an exceptional demonstration of the Living Bentley Values Competencies:

- Individual and team contributions exceed expectations
- Cultivates relationships and engages others, encourages and promotes cooperation and a welcoming environment for all
- Is adaptable, initiates new approaches, embraces change, and helps others adapt
- Consistently seeks and dependably provides others with honest and productive feedback

Successfully meets outcomes:

- Reliably meets job expectations
- Encourages, supports, and teaches others
- Continuously developing/improving, problem solver
- Consistent/dependable and timely communication around job responsibilities

Exceptional Behaviors and Outcomes

Behaviors recognized as an exceptional demonstration of the Living Bentley Values Competencies:

- Individual and team contributions exceed expectations
- Cultivates relationships and engages others, encourages, and promotes cooperation and a welcoming environment for all
- Is adaptable, initiates new approaches, embraces change, and helps others adapt
- Consistently seeks and dependably provides others with honest and productive feedback

Exceptional in accomplishing outcomes:

- Works frequently and consistently at a superior level beyond direct responsibilities in most aspects of position
- Demonstrates consistent commitment to innovate work and initiates improvement; effective and focused problem solver
- Positively influences and inspires others to higher performance
- Achieves results under challenging circumstances and uncertain environments, big picture focused

Successful Behaviors, Inconsistent/ Outcomes Need Improvement

Behaviors successfully demonstrate the Living Bentley Values Competencies:

- Individual and team contributions meet expectations
- Demonstrates the ability to work well with others
- Is adaptable, flexible to, and embraces change

Inconsistent in delivering outcomes:

- Varies in reliability of meeting job standards
- Often struggles to keep up with pace, progress and demand of position
- Inconsistent and unreliable communication surrounding job responsibilities
- Does not initiate opportunities, identify recommendations to make changes and/or deliver effective results

Successful Behaviors and Successful Outcomes

Behaviors successfully demonstrate the Living Bentley Values Competencies:

- Individual and team contributions meet expectations
- Demonstrates the ability to work well with others
- Is adaptable, flexible to, and embraces change

Successfully meets outcomes:

- Reliably meets job expectations
- Encourages, supports, and teaches others
- Continuously developing/improving, problem solver
- Consistent/dependable and timely communication around job responsibilities

Successful Behaviors and Exceptional Outcomes

Behaviors successfully demonstrate the Living Bentley Values Competencies:

- Individual and team contributions meet expectations
- Demonstrates the ability to work well with others
- Is adaptable, flexible to, and embraces change

Exceptional in accomplishing outcomes:

- Works frequently and consistently at a superior level beyond direct responsibilities in most aspects of position
- Demonstrates consistent commitment to innovate work and initiates improvement; effective and focused problem solver
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- Achieves results under challenging circumstances and developing/uncertain environments, big picture focused

Fails to be Successful in Behaviors and Outcomes

Behaviors fail to demonstrate the Living Bentley Values Competencies:

- Does not seek to understand and be understood
- Negatively impacts and/or disrupts others' work and shows lack of focus/interest in their own work
- Displays negative attitude; fails to understand how their behaviors impact others
- Frequently demonstrates a lack of respect for others; exhibits difficulty in establishing or maintaining relationships

Fails to be successful in achieving outcomes:

- Unreliable at meeting job standards
- Ineffective learning or inadequate improvement as required
- Resists or refuses opportunities, fails to show initiative, and objects to make changes

Behaviors Inconsistent/Needs Improvement & Successful Outcomes

Behaviors inconsistently demonstrate the Living Bentley Values Competencies:

- Inconsistently exhibits, respect, care, compassion, and empathy; is less understanding or accepting of others
- Does not consistently support others, may have an adverse influence
- Occasionally demonstrates a lack of respect for others; may exhibit difficulty in establishing or maintaining relationships
- Varies in ability to be flexible and adapt to change
- Resists change without exploring the possibilities
- May have difficulty navigating when it is best to work collaboratively as a team vs. independently

Successfully meets outcomes:

- Reliably meets job expectations
- Encourages, supports, and teaches others
- Continuously developing/improving, problem solver
- Consistent/dependable and timely communication around job responsibilities

Inconsistent Behaviors and Exceptional Outcomes

Behaviors inconsistently demonstrate the Living Bentley Values Competencies:

- Inconsistently exhibits, respect, care, compassion, and empathy; is less understanding or accepting of others
- Does not consistently support others, may have an adverse influence
- Occasionally demonstrates a lack of respect for others; may exhibit difficulty in establishing or maintaining relationships
- Varies in ability to be flexible and adapt to change
- Resists change without exploring the possibilities
- May have difficulty navigating when it is best to work collaboratively as a team vs. independently

Exceptional in accomplishing outcomes:

- Works frequently and consistently at a superior level beyond direct responsibilities in most aspects of position
- Demonstrates consistent commitment to innovate work and initiates improvement; effective and focused problem solver
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- Achieves results under challenging circumstances and developing/uncertain environments, big picture focused

The "What" = Level of Success in Achieving Outcomes

Outcomes - Performance of job duties, has a positive and influential impact on work and willingness to take responsible risks even if they fail.