

The Performance-Engagement Model

Productivity Personalities in the Workplace

Presented by
Laura Stack, MBA, CSP



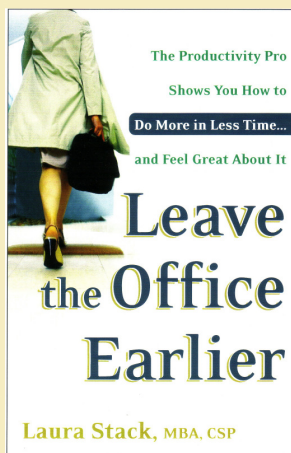
Maximum Results. Minimum Time®

9948 S. Cottoncreek Drive, Highlands Ranch, CO 80130

Phone: 303-471-7401, Fax: 303-471-7402

Email: Laura@TheProductivityPro.com, Website: www.TheProductivityPro.com

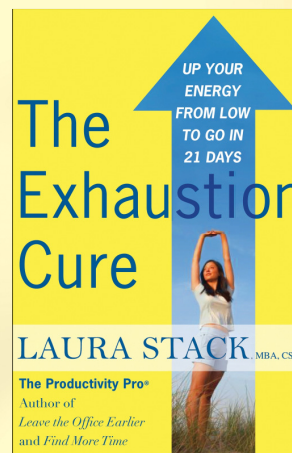
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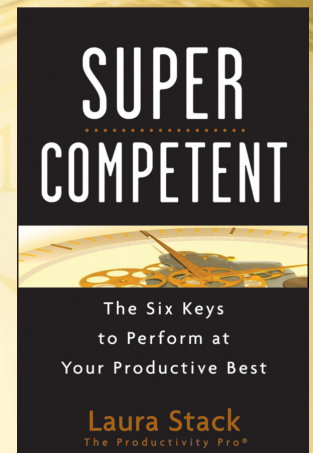
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About The Productivity Pro®, Inc.

Laura Stack, MBA, CSP, has consulted with Fortune 500 corporations for nearly 20 years in the field of personal productivity. She helps leaders create high-performance cultures with their employees and within their teams to achieve Maximum Results in Minimum Time®. She is the president of The Productivity Pro®, Inc., which specializes in productivity improvement in high-stress organizations. Since 1992, Laura has presented keynotes and seminars on improving output, lowering stress, and saving time in today's workplaces. She is one of a handful of professional speakers whose business focuses solely on time management and productivity topics. Laura is a high-energy, high-content speaker, who educates, entertains, and motivates professionals to improve workplace productivity.

Laura is the bestselling author of four books, including *SuperCompetent: The Six Keys to Perform at Your Productive Best* (Wiley, 2010); *The Exhaustion Cure* (Broadway Books, 2008), *Find More Time* (Broadway Books, 2006), and the bestselling *Leave the Office Earlier* (Broadway Books, 2004), which was hailed as "the best of the bunch" by the *New York Times*. Her books have been published in nine countries and translated into six foreign languages, including Japanese, Korean, Chinese, Taiwanese, Italian, and Romanian. She is also a contributor to two of the popular *Chicken Soup for the Soul* books. Laura's popular monthly electronic newsletter has subscribers in 38 countries. She is a Microsoft Certified Application Specialist in Outlook.

Widely regarded as one of the leading experts in the field of employee productivity and workplace issues, she has been featured nationally on the CBS Early Show, CNN, NPR, Bloomberg, NBC TV, WB News, the *New York Times*, *USA Today*, the *Wall Street Journal*, the WashingtonPost.com, the Chicago Tribune, O Magazine, Entrepreneur, Readers Digest, and Forbes magazine. Laura has been a spokesperson for Microsoft, 3M, Skillsoft, Office Depot, and Xerox, and she is the creator of The Productivity Pro® planner by Day-Timer. Laura is the exclusive productivity partner of Linkage, Inc., which introduces her SUPERCOMPETENT culture to organizations around the globe. Her client list includes top Fortune 500 companies, including Starbucks, Wal-Mart, IBM, GM, MillerCoors, Lockheed Martin, Wells Fargo, and Time Warner, plus a multitude of associations and governmental agencies.

Laura holds an MBA in Organizational Management (University of Colorado, 1991), integrating the importance of productivity in business with employee retention and satisfaction. She is the 2011-2012 President of the National Speakers Association (NSA) and is the recipient of the Certified Speaking Professional (CSP) designation, NSA's highest earned designation.

Laura lives with her husband and three children in Denver, Colorado.



The Performance-Engagement Model: Productivity Personalities at Work By Laura Stack, MBA, CSP

When you're responsible for employees or teams (management/HR), you must manage two main areas for productivity impact:

1. **EFFORT:** Performance/Results/Work (WHAT THEY DO)
2. **EXPERIENCE:** Engagement/Environment (HOW THEY FEEL)

What are some of the factors that impact effort?

- Ineffective meetings
- Computer problems
- Unclear priorities
- Co-worker drop-ins
- Technology
- Distractions
- Smelly food from neighbor
- Fatigue
- Etc. etc. etc. etc. etc. etc.

What are some of the factors that impact the employee experience?

- Confidence in abilities
- Control in daily work
- Nature and quality of the job
- Access to training
- Career development
- Opportunities for growth
- Communication
- Manager feedback

Ultimately, the factors that lead to high PERFORMANCE and the factors that lead to high ENGAGEMENT are different. Being independent variables, I use a matrix to help managers assess an employee's levels of engagement and performance. If you combine high and low aspects of these dimensions, you can gauge your employees and teams composition.

In this diagram, we've got four quadrants that describe nearly all the employees in a typical workplace. I won't claim that it covers *everyone*, but from personal experience, I can guarantee you that 95% of your employees will fall into one of the categories:

High Engagement	Cheerleaders	Productives
Low Engagement	Campers	Defectors
	Low Performance	High Performance

Matrix © 2010 Laura Stack.

1. Campers

Campers are the classic low-engagement/low-performance employees. These people can be deadwood who do little more than fill a chair or wait for retirement. They vary from unengaged to actively disengaged to couldn't care less. They come to work to get a paycheck...and Heaven forbid you should ask them to go one iota beyond their job description or stay late during crunch time.

How to Spot a Camper

I call disengaged low performers "Campers" because that's what they do: they camp in a chair and huddle in place, waiting for it to be all over. They aren't very concerned about fellow employees, the company in general, or the people they're supposed to be serving.

If you've ever seen the character of Wally in the comic strip *Dilbert*, you've seen the classic Camper in action...if you can call it that. All he ever does is walk around with his coffee mug. That's typical; Campers do as little work as possible to get by. Often, they're actively disengaged from the company rather than merely unengaged, which means that even when they're not really trying to, Campers are sabotaging your organization.

One quick caveat: be careful about who you classify as a Camper, because in many cases, brand new employees may seem to combine low engagement with low performance the way that Campers do. But that's acceptable, because they're still learning their jobs. They simply don't know the ropes well enough yet to be high-performing, and aren't familiar enough with the company to be highly engaged. Give new people a little time to prove where they fit into the Matrix before you assume they're Campers.

How a Camper Can Impact Your Team

If you have Campers on a team, the team will suffer: no ifs, ands, or buts about it. At the very least they'll slow you down, but dedicated Campers are much worse: they're not just non-productive in and of themselves, they infect everyone else, since their coworkers have to do all the work they won't. This is bound to cause strain. They may not be doing it maliciously, but they're doing it.

A Camper can be death to your organization. The analogies are endless: they're the bad apple that spoils the bunch, the anchor that drags you down, and the virus that ruins a well-functioning organism. Campers act as bottlenecks in workflow, because they'll get their work done when they darn well please. They depress other people, and can infect them with their apathy, souring otherwise good employees and lowering their levels of engagement. Oh, they may not *deliberately* hurt your organization—but they really don't care if they do or not. All they care about is drawing a paycheck and making it to five o'clock, to Friday, to the end of the year...and finally to retirement.

How to Handle a Camper

You can't just ignore a Camper, or they'll ruin you. Personally, I'd recommend that you fire them if you can. Oh, give them a chance to clean up their act first; they may surprise you by becoming a more engaged, competent employee (sometimes people just need a little push-start).

How to Coach the Camper

The only alternative to firing a Camper is to put a corrective action plan in place, in hopes that you can somehow engage them. You'll need to sit down with them, make it clear that they're on probation, and let them know why. Tell them flat-out that their behavior can't continue, and then lay out your action plan step by step. Give them a fair amount of time to turn things around—thirty days is good—and make it clear that they won't have a job if they don't. Be sure to set mileposts and check to see that they're met.

If you're very lucky, the Camper will start working their way toward productivity; and if they do, be sure to encourage their growth. But more realistically, they won't even try, or they'll just give up on you and go elsewhere...which is fine. Either way they'll still be a problem, but they'll be someone else's problem.

When trying to counsel a Camper, you have to keep one thing in mind: subtlety is wasted on them. Be blunt: approach them and tell them you're going to let them go if they don't start turning things around. Lay out your corrective action plan point by point, and make absolutely sure they understand and sign off on everything. Set mileposts and check to see if they're meeting them. This is one of those rare cases where micromanagement may be necessary.

A month should be long enough to turn things around. If there's noticeable change, great! If not, then you'll have to do what's best for the team and the company.

In Conclusion

Campers have to be dealt with immediately and with finality, one way or another, or they'll drag everyone else down to their level.

If you just can't change the Camper and you have no say in terminating them, you can't just sit there chewing on your frustration. There are ways that you can isolate them from the rest of your organization. Don't give them anything important to do, and keep them away from your other team members if at all possible. After all, quarantine is a tried-and-true method of protecting the uninfected from a disease.

2. Cheerleaders

While social talent and enthusiasm make up for a lot, they aren't everything – and Cheerleaders are the classic workplace example. They love the company, but they don't produce results, which makes them something of a liability. Even so, in my book a low-performance Cheerleader beats a high-performance Defector hands down. Cheerleaders have already sold themselves on the company; now you just have to help them become better workers.

How to Spot a Cheerleader

Cheerleaders are usually fun people to have around, because they simply love the company. Maybe it's the money, or the health benefits, or the free gym membership, or the environment – or more likely, it's the whole package. They're enthusiastic and dedicated, because they're working in a super place and they know it. You can count on a Cheerleader to willingly take on just about anything you ask them to do.

Too bad they're no good at it.

Sadly, the Cheerleader's lack of performance makes them a liability, though by no means as much as a Camper or Defector can be. As a manager, your job is to realize what they are, and then guide them into becoming as productive as they are engaged.

How a Cheerleader Can Impact Your Team

Cheerleaders are great when you need to maintain a positive atmosphere in the workplace...but it's not the Cheerleader who gets the football into the end zone, now is it? You can't carry them forever. Their excitement about and dedication to the company isn't going to overcome their sheer lack of productivity, so others will end up doing what they should be doing. As with the Camper, this can result in overstressed, resentful co-workers whose own productivity and engagement may start to sag.

How to Handle a Cheerleader

Cheerleaders are generally keepers, but only if you can help them become results-oriented. With a little careful cultivation, a Cheerleader might just bloom into a Productive – and those are the people that you build an organization around.

So closely investigate the Cheerleader's lack of productivity. You may find that they're either overwhelmed by their job (or possibly even just a few aspects of it), or aren't challenged enough to be as productive as they could be. They may not even realize they haven't hit your productivity milestones until you tell them. That may sound naïve, but it does happen, especially if the individual has just transferred in from an organization with lower standards.

How to Coach the Cheerleader

Sit down with them in a casual meeting, and gently point out that their productivity needs some work. Carefully explore the reasons behind their lack of productivity. Maybe they're not suited for the job they're in; or maybe they're just bored because they're insufficiently challenged.

Be encouraging and supportive during your coaching sessions. That's a good idea with anyone you coach, but it's crucial with a Cheerleader. Laying down the law as you might do with a Camper or Defector is a losing strategy with Cheerleaders, because you don't want to damage their sense of engagement. Be supportive, so that they remain optimistic. Tell them that if they can just fix a few small things, they'll become the ideal employee – which is true. If they can become fully productive, they'll slide over into the high-engagement/high-performance Productives category in no time flat.

During your coaching sessions, you may discover that the Cheerleader just needs some training to become more productive. Don't hesitate to provide what they need (within the limits of your budget, of course). It'll be a wise investment, because shifting a Cheerleader into the Productives quadrant is a management coup. Your entire team will become more productive as a result, making you shine all the brighter.

Engineering that shift may be as simple as providing the Cheerleader with more challenging tasks – work that will make them stretch a bit to achieve. If they succeed in the challenge, then not only will they become more productive, but they'll be happier and more likely to remain fully and actively engaged.

The best way to help a Cheerleader is to approach them gently. Point out that while you appreciate their enthusiasm for the company, what really matters is results, and that they need to become productive in order to be a full member of the team. Be encouraging and supportive, and don't lay down the law as you might with someone

who's deliberately being difficult, like Campers and Defectors often are. If you prick the bubble of their engagement, you just might ruin the Cheerleader's potential altogether.

Explain that they need to fix just a few things to rise to the Productive level, which is generally true. Offer to provide what they need to get there, whether training or equipment, and be willing to invest in them. It's usually worth it in the long run.

In Conclusion

Cheerleaders are great people who are seriously into the company. Even if they're non-productive, they love their environment and want to do well – and that's half the battle. So just tell them what you expect of them, treat them well, point them in the right direction...then get out of their way and watch them go!

3. Defectors

The employees I call *Defectors* are low-engagement/high-performance personnel who are mostly just biding their time until they can leave you. Defectors are highly productive, but for one reason or another, they just can't seem to engage with their work. A variety of factors may cause or contribute to their lack of engagement: boredom, contempt for authority, and arrogance, for example. Maybe they're dealing with personal issues that inhibit engagement; they may dislike the company or their co-workers; they may resent authority; or they could simply be bored out of their skulls. Whatever the cause, if they get what they consider to be a better offer, they'll jump ship in an instant. But even when they're actively disengaged, something drives them to perform at a high level. Maybe it's pride, or showmanship, or sheer talent for what they're doing. Whatever it is, you benefit from it.

How to Spot a Defector

The results-oriented performance that characterizes a Defector distinguishes them from their polar opposite, the Cheerleader, and their disengaged compatriot, the Camper – and it makes them much harder to identify than either, especially if they keep their heads down and just focus on their work.

To identify the quiet Defector, you have to look for little things like attitude and behavior. Do they seem satisfied? Do they act annoyed when you give them a task? Do they come off as aloof or distant? Do they miss work or skip meetings regularly?

None of these are smoking guns, but if you see a pattern, then you should become concerned. And of course, if you find out that they're circulating their résumé among your competitors, that's a dead giveaway!

How a Defector Can Impact Your Team

A Defector's negativity can quickly erode the engagement and performance of other employees, especially if the Defector starts badmouthing the organization – as so many do. Even if they're able to keep their tongues in check, it's often pretty obvious to their teammates that given the chance, they'll go AWOL. That attitude can become infectious. If there's no obvious reason for the Defector's lack of engagement, other employees might wonder what the Defector knows that they don't...and this can cause them to worry, which may affect *their* performances.

Defectors can also be unreliable, because they just don't care enough about their team to be there whenever they're needed. It's easy to miss a meeting or just not show up for work when you really don't expect to be in your job much longer.

It's better to have a Defector on your team than a Camper, but you can't tolerate them forever. They're unreliable in the long term, because as soon as they find a greener pasture, they're going to disappear. That's no good for you, given the costs and annoyance involved in replacing truly productive personnel; and it's no better for them, though you'd be hard-pressed to convince them of that.

How to Handle a Defector

The goal with any Defector is get them to engage with their team and with the company in general, so that they can morph into one of those office wonders known as the Productive (of which more anon). If nothing else, you don't want them to head for those alleged greener pastures, taking all that wonderful productivity with them. As annoying as they are, a Defector can be difficult and costly to replace.

So it's in your best interests to do what you can to hang onto a Defector – assuming their cynicism isn't much more than skin deep. If you find that they're one of those unhappy people who can't be satisfied anywhere, then you have to make a choice. If they're quiet about their unhappiness and you really need their results, then you may want to keep things as they are. If they're hurting the team environment and refuse to shape up, fire them.

How to Coach the Defector

The good news is that if you can engage a Defector, they'll instantly mature into one of your Productives, as their high-performance ways dovetail with their increased engagement. You should be aware, however, that the Defector is unlikely to respond to traditional team motivation efforts, which they may consider superficial and silly.

Your best bet with a Defector is to be both frank and direct. Approach them in a semi-formal setting and lay the cards on the table. Let them know you're aware of their lack of engagement, but that you value their high level of performance. Make it clear,

however, that their obvious disinterest in the company is hurting both them and the team. Ask them what you can do to help them become more engaged – and be sure that they understand that if they do become engaged, you believe that the synergy between their performance and engagement will shoot them straight into the workplace stratosphere.

That's nothing less than the truth, but they may find it to be flattering; and for that reason alone, they may be willing to try harder. It's equally possible that if you make them aware that they're considered problematic, they'll buck up and try to improve. Conversely, it may simply make them realize that both you and they would be better off if they bowed out gracefully.

It's also possible that their cynicism is more than skin deep. If that's the case, and they make their scorn for you, the team, or the company overt, you should get rid of them. They're more trouble than they're worth, and you needn't be a stepping stone for their ambitions.

Don't try anything superficial, glib, or subtle with a Defector. Be frank and straightforward. Tell them you value their productivity, but realize they're not happy. Make it clear that their disaffection is hurting both them and the team, and sound them out as to why they're so difficult to work with.

The problem might be surprisingly easy to fix. Maybe they just don't realize that they're affecting other people with their disinterest, in which case all they need is a little attitude adjustment. Or it might sting their pride to learn that they're considered a problem child, resulting in them shaping up just to prove that they can. If they're dissatisfied about a particular issue, address that. Engaging them could be as simple as offering better opportunities for advancement, plum assignments, career enrichment, providing better equipment, or coaching them to a better understanding of the company's goals.

In Conclusion

Defectors are expensive to replace, so you need to deal with them as soon as you realize you have a problem. A motivated Defector might not jump into the Productive category right away, but if they learn to value their job as much as they value their own performance, they'll certainly start working in that direction. Give a Defector a little time and attention, and they may just end up becoming one of your best employees.

4. Productives

We've all encountered workers who not only do their jobs amazingly well, but do them cheerfully and with gusto – always productive, rarely complaining. These are the

individuals that Campers like to say "make the rest of us look bad." Well, no. If that's the case, it's a reflection on the Camper, not on the Productive.

How to Spot a Productive

Productives are easy to recognize. These are the true workplace SuperCompetents: the people you give the critical assignments to, so you can be sure that the work is getting done as perfectly as possible. When management gurus talk about setting up an organization so that it can run like a well-oiled machine without your constant input, these are the people they assume you'll have on your team.

Productives are the employees you wish everyone could be. They combine a firm sense of engagement with high performance, making life easier for everyone else on the team—which usually makes them easy to identify. Just look for the pleasant individual who loves their job and turns in stellar results, usually on time and under budget.

But be careful here. Not all Productives are loudly gung-ho about the company...which makes it easy to misclassify a quiet Productive as a Defector. Some people just don't show a lot of emotion, and if they're not especially social, it can be hard to determine their allegiance. This requires you to put your eagle-eyed management skills into play to determine how the quiet, high-performance employee actually feels.

How a Productive Can Impact Your Team

Productives are good news all around. They don't complain much, because they enjoy their jobs, and you rarely have to worry about the quality of their work, because it's generally high. You can count on Productives to get the job done, so they tend to get all the critical assignments. If a team is comprised primarily of Productives, then it works like a well-oiled machine with a minimum of oversight.

Ironically, the Productive's industriousness can cause minor negative issues. Some of your problem employees may sneer at Productives for being suck-ups or for making them "look bad," since Productives are often found happily doing their jobs, and doing them well. But you shouldn't care what the problem employees think, unless they're dragging down performance and engagement in other employees.

How to Handle a Productive

Treat a Productive with kid gloves, because they're worth their weight in gold. First of all, don't overload them with work. Just because they're good at their jobs doesn't mean they can do it *all*; and if you give them too much to do, their performance will certainly suffer. Worse, too much stress and exhaustion can hurt the morale of even the finest Productive, turning them toward the Dark Side...that is, toward the Defector quadrant.

Being the highly-engaged individuals that they are, Productives may not let you know if their workload gets a little heavier than they like, so keep an eye out for signs that

they're struggling. If it seems they are, approach them and ask them whether you need to rebalance their workload. Gently pressure them to be honest with you.

How to Coach the Productive

Productives can become the victims of their own success, because after all, the reward for work done well is more work. You can't put everything on their heads, because overloading will lead to stress and exhaustion, which inevitably leads to negative emotion – and before you know it, your Productive is sagging toward the Defector quadrant as their engagement level fails. So before you dump another task on their plate, ask them if they can handle it.

Gently pressure them to be honest, and to tell you if they run into problems later on. Keep an eye on them, too; most Productives don't like to admit that they're not supermen. If you must ease their load, don't be abrupt about it, because that may lead to resentment and worry. Explain why you think they need to rebalance their load, and get their direct input on what they think they can or should give up.

On the other hand, you can't just assume that your Productive has enough interesting work to keep them happy; check in with them on occasion. And never, ever let yourself believe that a Productive is irreplaceable. As the old saying goes, if you're irreplaceable, you can't be promoted – and you can rest assured they're aware of this. Productives need the lure of promotion as a reward for their excellent work, so you always need to provide them with opportunities for growth. If you don't, you'll be stirring the pot of negative emotion again.

While you don't want to spoil a Productive, you *should* try to give them whatever they need to keep them happy. That won't necessarily be more money. A Productive often just needs to know that they're valued, and that they have the opportunity to advance in your organization. This is where your coaching should turn toward career enrichment, in which you take a direct hand in helping one of these high-caliber individuals move up in the organization.

In its simplest form, this might involve classes and training in the specific elements of the workplace that the Productive is interested in or aspires to. You can also start assigning new, unfamiliar tasks to the Productive, so that they can acquire new job experiences as they move forward. A particularly effective technique that they might enjoy is called "job shadowing." This practice allows the Productive to walk through the workday with a competent worker in the position they're interested in. They don't do any of the work themselves, but they do have the opportunity to experience the work environment and watch a pro in action.

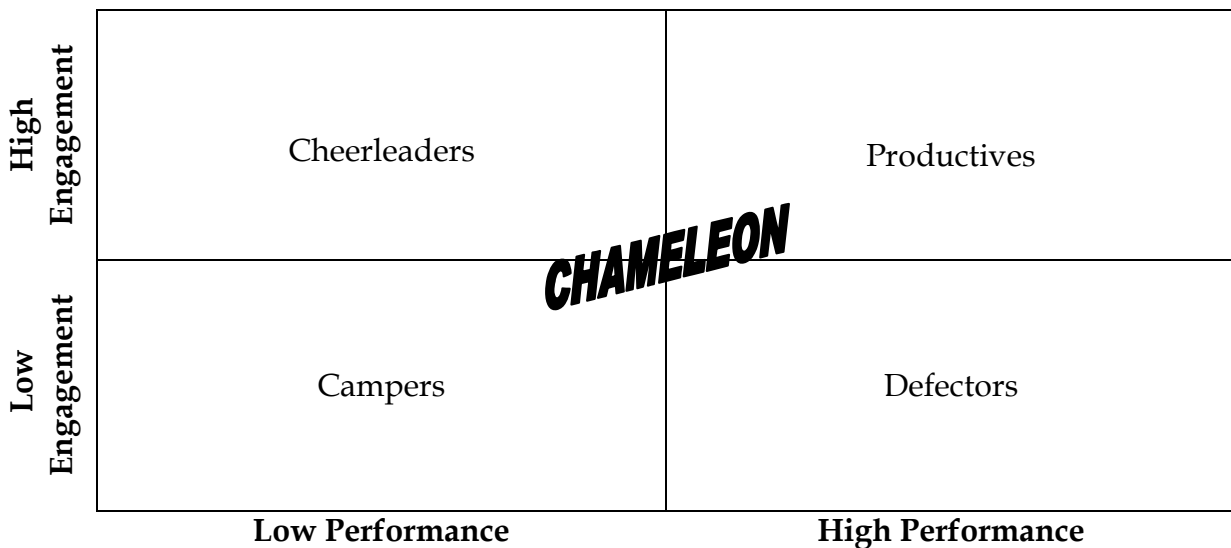
Ultimately, just knowing they have the opportunity to rise in the organization, and that you're doing all you can to help, will keep most Productives happy. Eventually, they may move up; or they may not. That should be their choice. Just don't try to hold them in one place, or you could lose them.

In Conclusion

In a perfect world, everyone would be a Productive. In the *real* world, the Productive is the model of the ideal employee, the paragon that all other workers should aspire to be. When you find a Productive (or when you're trying to help someone rise to the Productive level), handle them with care. Give them what they need and want, so they can grow into their full potential.

Build your organization around your true Productives. These people act as the hub that keeps everything from flying apart – the very foundation upon which you erect a successful business team. If you can help them remain happy and dynamic, they'll make your organization skyrocket into the stratosphere.

5. Chameleons



As within any categorization system, not everyone fits neatly. For example, what if someone is just plain average on both fronts? What if both their performance and engagement levels, taken together, fall right smack in the middle of all four quadrants – on the crossbar where they come together?

Thus was born the concept of the Chameleon: the supremely average worker, a person who is so malleable and flexible that they can easily morph into any of the other

categories. Such people do exist; we've all known them. So let's look at what you should do when you find one on your team.

How to Spot a Chameleon

Identifying a Chameleon is no easy task, since by definition they're good at hiding. Your best way of ferreting out a Chameleon is to watch them long-term. Admittedly, this is difficult, since you can't afford to focus your attention on just a few individuals; but do what you can.

Ideally, a Chameleon will become visible when they shift, however temporarily, into one of the primary quadrants. You might notice, for example, that someone you had tentatively assessed as a Camper suddenly becomes more productive through no input of yours, sliding over into the Defector camp. Six weeks later, they may display both high productivity and high engagement – and you may think you've got a newly-fledged Productive on your hands.

But don't let them fool you. You're more likely to be looking at a Chameleon, who for reasons of their own is bouncing around their natural state of being right there in the middle. Can't have that!

How a Chameleon Can Impact Your Team

If a Chameleon can manage to stay right in the average middle-of-the-road, they might be of average impact: indifferent, but not necessarily bad. They'll never shine as a SuperCompetent, but they won't drag you down, either.

But most Chameleons don't stay precisely in one place. This makes them confusing, since you never know where they're going to be on a particular day, week, or month. Their impact depends on their mood: if they're a kind-of Productive right now, they're an excellent influence on other team members...but they can suck all the life out of a team if they slip down into low-engagement territory.

Even if such a Chameleon's behavior averages out over time, you're not going to end up with a positive. You see, if no one can ever be sure how that Chameleon is going to behave, then the resultant confusion will just cause stress – which will certainly result in negative effects.

How to Handle a Chameleon

Since a Chameleon is already in the middle, it ought to be fairly straightforward to move them toward Productivity. Now, if they're a moving target, as many Chameleons are, you have to stabilize them first – because all this bouncing around is detrimental to the team. In my opinion, it doesn't matter where you stabilize them, because at least they'll be stuck in one place long enough to work with.

How to Coach the Chameleon

I think you have to take low engagement as the Chameleon's baseline and work from there, even if some do show the occasional flash of high engagement. That is, treat them as you would a Camper or Defector, with a few modifications. Approach them and lay it all out there. Tell them that you can't get a handle on them—that you know they're capable of good work, because you've seen it, but their inability to rise above the dull average is hurting everyone. If their behavior is erratic, bring that to the fore, too.

Ask them what they think they need in order to settle down and move toward high-engagement, and be willing to give it to them (within reason). Possibly they've been having health or family problems that you can help fix, with counseling if nothing else; maybe they just need to know that you care, and that they have opportunities for advancement if they're willing to apply themselves. Show them how you're going to work toward moving them forward, complete with milestones to track their progress. Once they've settled down, you can determine which quadrant they fit into, and then use the methods I've discussed in the previous entries in this series to steer them where you want them to go.

In Conclusion...

While I do believe that nearly all employees fit comfortably within the Productivity Management Matrix, a small but noticeable percentage will cluster around the middle: that is, they'll be so-so in both engagement and performance. The boring ones sitting in one place are easy to work with, whereas the erratic ones are more of a challenge. You can't easily assess someone who keeps bouncing around, so you've got to do what you can to stabilize them. Only then can you pick them up and take them where you want them to go, using the methods I've outlined in this and my previous Productivity Management Matrix blogs.

Final Thoughts

While it can be dangerous to generalize about anything in this life, you also need to be able to quickly categorize things (including people) if you expect to accomplish anything at all. When it comes to judging SuperCompetence, at least from a management perspective, I believe that the classification system I've outlined here is an effective rough-and-ready way to estimate where your people fall on the engagement/performance scale.

Give it a try, and let me know how it works for you!

Educational Resources by Laura Stack

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