

## EMPLOYEE REVIEW MATRIX

STATUS: LEVEL: SCORE:		TRIAL PERIOD					REVIEW PERIOD															THE MANY					THE FEW					THE TOP FEW					THE ONE				
		H					G					F					E					D					C					B					A				
		5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
<b>NEW STARTER</b>	<b>GROWING</b>	<ul style="list-style-type: none"> <li>Actively learning the 8 wastes, company goals &amp; company principles</li> <li>Time Keeping &amp; Punctuality</li> <li>Dress &amp; Demeanour</li> </ul>					<ul style="list-style-type: none"> <li>Making a daily 2 second improvement</li> <li>Admit when you have made a mistake</li> <li>Open to discussing their own mistakes &amp; sharing them with the group to learn for next time.</li> </ul>					<ul style="list-style-type: none"> <li>Knows basic history of Lean</li> <li>Reads at home</li> <li>Has an uplifting attitude &amp; feeds that to others</li> <li>Actively make &amp; share your 2 second improvement everyday</li> </ul>					<ul style="list-style-type: none"> <li>Has started to make improvements at home</li> <li>Is confident to talk to guests about their improvements</li> <li>Can correct own mistakes &amp; draw improvements from them</li> </ul>					<ul style="list-style-type: none"> <li>Actively seeks to better themselves through watching Ted Talks</li> <li>Know &amp; Actively watch videos about our lean companions &amp; bring about ideas from them</li> <li>Host daily morning meeting</li> </ul>					<ul style="list-style-type: none"> <li>Is approached by others to ask for help on improvements</li> <li>Communicates with all staff members</li> <li>Has full agendas &amp; plans meetings confidently</li> </ul>					<ul style="list-style-type: none"> <li>Teaches &amp; trains new employees on Lean history</li> <li>Help teach 'about flow' to others.</li> <li>Production flow &amp; one piece flow.</li> <li>Fully aware of production</li> <li>Self manages projects</li> </ul>					<ul style="list-style-type: none"> <li>Can fully converse on ALL aspects of Lean with confidence.</li> <li>Our lean partners fully praise you and recognise your skills</li> <li>Actively seeks to develop &amp; grow the business within the vision of the owner</li> <li>Has found mentor(s)</li> </ul>				
		<ul style="list-style-type: none"> <li>Read 2SL</li> <li>TB (1-3 Traits)</li> </ul>					<ul style="list-style-type: none"> <li>Read 2+ Lvl 1 Books</li> <li>TB (3-5 Traits)</li> </ul>					<ul style="list-style-type: none"> <li>Read 4+ Lvl 1 Books</li> <li>TB (5-7 Traits)</li> </ul>					<ul style="list-style-type: none"> <li>Read 2+ Lvl 2 Books</li> <li>TB (7-9 Traits)</li> </ul>					<ul style="list-style-type: none"> <li>Read 4+ Lvl 2 Books</li> <li>MB (1-2 Traits)</li> </ul>					<ul style="list-style-type: none"> <li>Studying Lvl 3 Books</li> <li>MB (2-3 Traits)</li> </ul>					<ul style="list-style-type: none"> <li>Studying Lvl 4 Books</li> <li>MB (3-4 Traits)</li> </ul>					<ul style="list-style-type: none"> <li>Studying Lvl 5 Books</li> <li>MB (4-5 Traits)</li> </ul>				
	<b>CONTRIBUTING</b>	<ul style="list-style-type: none"> <li>Basic understanding of the company</li> <li>Integrates well &amp; does not isolate themselves</li> <li>Is using &amp; understanding the cleaning roster</li> <li>Knows everyone's name &amp; job role in the company</li> <li>Is curious &amp; humble when mistakes are made</li> <li>Acts with good intensions</li> </ul>					<ul style="list-style-type: none"> <li>Self-discipline</li> <li>Solves basic everyday problems</li> <li>Demonstrates basic motivation &amp; looks to motivate others</li> <li>Interpersonal, demonstrates empathy &amp; respect for others</li> <li>Unselfish, puts the team before themselves</li> <li>Pleasant &amp; helpful to others</li> </ul>					<ul style="list-style-type: none"> <li>Contributes Lean improvements to the morning meetings</li> <li>Is FULLY prepared when asked to attend a meeting</li> <li>Praises &amp; encourages others</li> <li>Will take part in group activities without any issues</li> </ul>					<ul style="list-style-type: none"> <li>Can name in order &amp; give examples of all 8 wastes</li> <li>Knows our company principles</li> <li>Is 3s'ing, improving &amp; attends meetings without being prompted or giving an excuse</li> <li>Has a clear understanding about task management</li> <li>Keeps team spirit up</li> <li>Is not easily swayed by others</li> </ul>					<ul style="list-style-type: none"> <li>Proactive in morning meetings</li> <li>Makes weekly improvement videos</li> <li>Emotional resilience, has the ability to adapt to situations &amp; recover from setbacks positively</li> <li>Actively seek to keep a calm atmosphere</li> <li>Seeks to help managers; training etc.</li> <li>Alerts management &amp; others to issues without hesitation, less emotion more facts</li> </ul>					<ul style="list-style-type: none"> <li>Creates opportunities to teach (eg morning meeting)</li> <li>Has a high level of customer understanding &amp; service</li> <li>Makes daily improvement videos</li> <li>Has written &amp; videoed an extensive amount of training videos</li> <li>Holds others accountable for their actions</li> <li>Doesn't hesitate to 'do the right thing' even if its uncomfortable</li> </ul>					<ul style="list-style-type: none"> <li>Fully aware of flow &amp; is actively seeking to improve it</li> <li>Voices constructive opinions</li> <li>Makes the RIGHT command decisions without needing OWNER approval</li> <li>Holds others &amp; themselves accountable to the Keys to Success</li> <li>Plans &amp; hosts meetings effectively</li> <li>Strives for continuous improvement</li> </ul>					<ul style="list-style-type: none"> <li>Contribute full problem solving skills when situations arise</li> <li>Full awareness of the business &amp; keeps the business running when owner is away</li> <li>Manages the needs of the company at all levels</li> <li>Fully understands &amp; executes the PDCA cycle for projects/tasks</li> <li>Prepares for meetings/presentation s in advance</li> <li>Does not fly by the seat of their pants, planning is KEY</li> </ul>				
<b>PRODUCING</b>	<ul style="list-style-type: none"> <li>Full understanding of own job role</li> <li>Has basic training in their field</li> <li>Works with a sense of urgency &amp; purpose</li> <li>'Do It' Like You Mean It</li> </ul>					<ul style="list-style-type: none"> <li>Flexible with job demands</li> <li>Has basic understanding of our library of product ranges &amp; codes</li> </ul>					<ul style="list-style-type: none"> <li>Is trained within a 2<sup>nd</sup> department to be able to help with flow</li> <li>Is aware of throughput of work load for that day</li> <li>Has understanding of our product ranges options &amp; extras</li> </ul>					<ul style="list-style-type: none"> <li>Can stay on track by finding out the next task without being prompted</li> <li>Seeks out product information (how to make, info customer needs)</li> <li>Do you know the difference between, what we make &amp; what we sell?</li> </ul>					<ul style="list-style-type: none"> <li>Produces the highest quality of work within an acceptable time frame, but uses 5 why analysis when mistakes are made (documented)</li> <li>Knows without being told what the next job is &amp; actively seek out the next tasks</li> </ul>					<ul style="list-style-type: none"> <li>Manages a department &amp; can train new people to work within it</li> <li>Anticipates the needs of the company</li> <li>Work on delegated projects efficiently</li> <li>Accepts full responsibility for EVERYTHING under their control</li> </ul>					<ul style="list-style-type: none"> <li>Creates &amp; manages own projects in line with the needs/growth of the company</li> <li>Manages others &amp; delegates efficiently</li> <li>Highly productive</li> </ul>					<ul style="list-style-type: none"> <li>Has a wide overview &amp; understanding of different roles within the company, to be able to help complete work in progress</li> <li>Maintains the sanity of the owner</li> <li>Continuously developing helpful new metrics</li> </ul>					

**COMPANY OWNER**

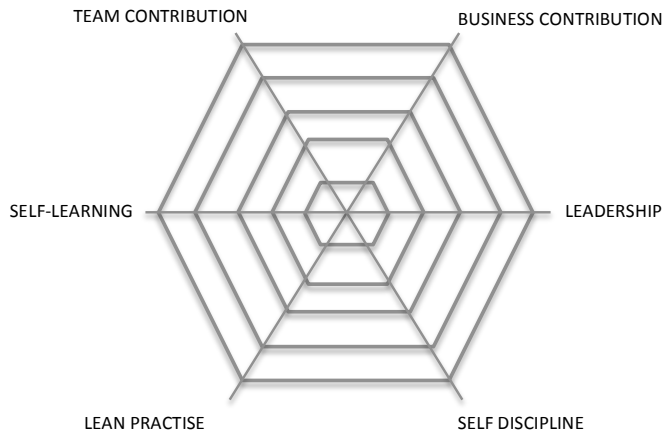
## EMPLOYEE REVIEW MATRIX

STATUS:		TRAINING : TEAM BEHAVIOUR (TB)				EXPANDING YOUR KNOWLEDGE : MANAGEMENT BEHAVIOUR (MB)			
LEVEL:		LEVEL 1		LEVEL 2		LEVEL 3	LEVEL 4	LEVEL 5	
<b>NEW STARTER</b>	<b>READING</b>	2 Second Lean Our Iceberg Is Melting	Everything I Know About Lean I learned in First Grade Fish! Omnibus The Ice Cream Maker Who Moved My Cheese	Kiss That Frog Peaks and Valleys Predictive Analytics The Quick and Easy Way to Effective Speaking Whale Done	Getting Things Done How to Win Friends & Influence People Leaders Eat Last Making It All Work Start With Why Talk Like TED The Advantage	7 Habits of Highly Effective People Built To Last Extreme Ownership The Fred Factor The Ideal Team Player The Lean Turnaround The Speed of Trust	Black Box Thinking Built To Lead Delivering Happiness Developing Lean Leaders At All Levels Leadership 2.0 Overcoming The Five Dysfunctions of a Team The Coaching Habit The Five Dysfunctions of a Team The Goal The One Thing The Simple Leader	Dealing with People You Can't Stand Death By Meeting Great By Choice Good To Great Lean Health Lean Thinking Lean Travel The Outstanding Organization The Toyota Way	Beyond The Goal Blue Ocean Strategy Do Over How to Stop Working & Start Living Moonwalking With Einstein Quitter The 4-Hour Work Week The Harada Method The Machine That Changed The World Toyota Kata
	<b>BEHAVIOUR</b>	<p>Give Gratitude : Readiness to show appreciation, I.E shout outs.</p> <p>Show Enthusiasm : Demonstrates eager interest-dose not demonstrate negativity Gung Ho attitude!!!</p> <p>Deliver Results : Provides what has been promised &amp; is expected of them.</p> <p>Confront Reality : Is accountable for their actions. Experiences the actual event, go see (Gemba).</p> <p>Practise Accountability : Is responsible for one 's own actions.</p> <p>Have A Sense Of Urgency : Demonstrates the importance of swift action for the sake of the team &amp; the customer.</p> <p>Be Inclusive : Not excluding oneself i.e. from debate. Is a voice at meetings.</p> <p>Take Pride In Your Work : Demonstrates pride in a job well done. Has pride in one's own abilities.</p>	<p>Listen First : Pays attention, concentrates on hearing i.e. body language. Takes comments into consideration.</p> <p>Keep Commitments : Arrives on time, even on overtime. Keeps promises.</p> <p>Be Humble : Demonstrates modesty, respectfulness. Refers to we rather than I.</p> <p>No Excuses : Does not over promise and under deliver.</p> <p>Be Motivated : Has a sense of purpose. Demonstrates a get up and go attitude.</p> <p>Extreme Customer Focus : Goes the extra mile for the customer, nothing too much trouble. Goes beyond their expectations.</p> <p>Be Consistent : don't say one thing while actually doing something else.</p>	<p>Talk Straight : Say what you mean, mean what you say, speak the truth. Less emotion, more facts.</p> <p>Create Transparency : Treats everybody the same. Is consistent in their approach.</p> <p>Right Wrongs : Can turn a negative approach into a positive one. Team cohesion.</p> <p>Personal Growth Through Learning : Demonstrates a positive willingness to develop one's own abilities.</p> <p>Clarify Expectations : Tell, show and evaluate.</p> <p>Goes The Extra Mile To Help Identify &amp; Recruit New Staff : Always on the lookout for people to fit with our culture, then promotes them to HR for interviews</p> <p>Self Managed : Manages one's own time, and priorities, ensures a team approach.</p>	<p>Strive For Operational Excellence : Endeavours to improve every process to achieve a higher quality product. Continuous improvement.</p> <p>Set Standards &amp; Expectations : Acts in a professional way, is clear about what is required. Trains others with clear (S.M.A.R.T) objectives. Grows our people.</p> <p>Sincerely Compliment &amp; Congratulate On Others Successes : Is generous with colleagues, shares their joys and praises their successes.</p> <p>Expresses Creativity &amp; Imagination : Thinks out of the box. Challenges the norm. Comes with solutions to problems.</p> <p>Develop New Services To Meet Our Customers Ever Changing Demands : Works graciously with the customer to meet their requirements.</p> <p>Sees Every Moment To Reflect &amp; Improve : Continuously looks for improvements and reflects on their benefits.</p>				

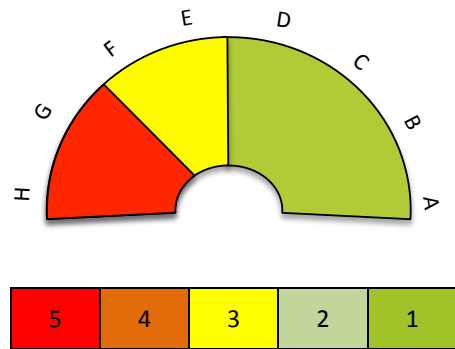
EMPLOYEE MATRIX SUMMARY		
EMPLOYEE NAME :		
EMPLOYEE START DATE :		
DATE OF LAST REVIEW :	TODAYS DATE :	DATE OF NEXT REVIEW :

REVIEWERS NAME :		
REVIEWERS COMMENTS :		
EMPLOYEE COMMENTS :		
CURRENT LEVEL & SCORE ON EMPLOYEE REVIEW MATRIX :	LEVEL :	SCORE :
HOW ARE YOU GOING TO PROGRESS READY FOR THE NEXT REVIEW? :		
WHAT BOOK HAS BEEN SELECTED TO HELP YOU PROGRESS? :		

DISPLAYED BEHAVIOURS



CURRENT LEVEL & SCORE



REVIEWERS SIGNATURE :

EMPLOYEES SIGNATURE :