

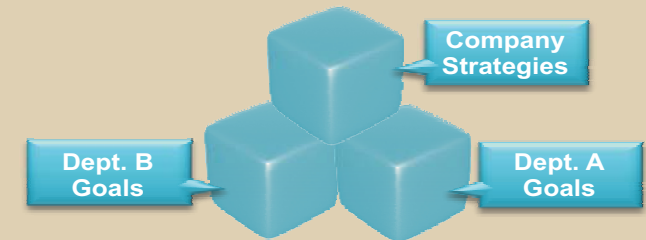


TLG's Performance Management Process

TLG's performance management model has two levels: **organizational** (company-wide) and **individual** (manager and employee). High-performing organizations strategically align and execute effectively on both levels.

Organizational Alignment

Department or functional goals must align both vertically (with the organization's business strategies) and horizontally (cross-functionally). Strong goal alignment and communication from the top ensures that individual employees and managers hear a consistent message about priorities and share a common vision, regardless of their role or function. This sets the stage for individual goal setting.



Individual Performance Management

1. Setting Expectations

Employees and their managers discuss and establish clear performance goals and related development objectives for the coming year. Individual goals align with department and company goals, and show how the employee will add value to the business in the coming year.

2. Coaching to Expectations

Throughout the year, managers coach employees to the expectations set at the beginning of the year. This involves observing behavior, reviewing progress towards goals and discussing progress on the development plan.

3. Reviewing Performance

If expectations were clear from the start — and coaching discussions have occurred regularly — a performance review discussion will merely be a summary of what's already been discussed. There should be no surprises.

