

EMPLOYEE VALUE EQUATION

REALITY-BASED RULES OF THE WORKPLACE

Your true value as an employee is no longer just about your technical skills or your performance. Your value as an employee is not dependent on larger economic conditions—good or bad. It is based on the value that you bring to your organization, the market value of your work, and the return on investment that you deliver, both economically and emotionally, now and into the future. Nearly all of these factors are within your control. You must get clear about the value you truly bring to your organization, using the New Value Equation:

How to Rate Your Current Performance

The simplest way to evaluate your current performance is to answer the question, “How am I doing today?” Rate yourself on whether or not you are delivering the results you have promised and the results the organization needs. Remember performance ratings do not rate your effort or dedication; they rate your actual results.

Assess each statement on a scale of 1-5 based on the description below.

- 1 = Not meeting expectations
- 2 = Sometimes meeting expectations
- 3 = Fully meeting expectations
- 4 = Exceeding expectations
- 5 = Far exceeding expectations

- I am consistent in my attendance.
- The way I work creates positive results.
- I improve each year to keep up with changing expectations.
- As I make improvements, as a matter of course, I do not expect more in return.
- I am not continuing to take credit for my accomplishments in past years.
- I spend the majority of my time at work with top performers.
- I continuously broaden my job description on my own initiative.
- I set goals beyond those set for me by my supervisor.
- I recently asked for feedback on my performance from others.
- My performance compares favorably to those in my industry.

Now add the numbers you gave yourself for all 10 statements. Take that sum and divide by 10. Round to the nearest whole number. **The answer is your Current Performance total.**

Capture it here _____

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How to Rate Your Future Potential

To get a sense of your potential, ask yourself, "Am I ready for what's next?" Are you keeping yourself up to date, are you growing and developing in direct proportion to the needs of your markets, your industry, and your customers? Are you staying relevant so that you can guarantee that you can perform in your position far into the future?

Assess each statement on a scale of 1-5 based on the description below. Be sure to rate your actions, not your intentions.

- 1 = Lowest - Not True
- 2 = Sometimes True
- 3 = Usually True
- 4 = Mostly True
- 5 = Highest - Very True

- I make an effort to learn as much as I can about changes that will affect me.
- If I want something, I work hard to get it.
- When something good happens to me, I feel it is because I've earned it.
- Failure is a great teacher, and I work to extract its lessons.
- I am an early adopter of new technology that can help me do my job better.
- A person can change his or her personality and behavior patterns.
- I work to change or improve regardless of whether my boss has identified a need for development.
- For the issues that have come up in the past three months, I can identify specific things I could have done differently to change the outcome.
- I am involved in mentoring others.
- I have participated in a development experience that was not funded or arranged by my organization in the past year.

Now add the numbers you gave yourself for all 10 statements. Take that sum and divide by 10. Round to the nearest whole number. **The answer is your Future Potential total.**

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How to Rate Your Emotional Expensiveness

The most crucial factor in the equation is emotional expensiveness – in fact it actually has a multiplier. The emotional expensive or overly dramatic employee is draining. His or her dramatic existence is not neutral. It takes something away from everyone on the team and decreases morale. Emotional Expensiveness determines whether an employee's Performance and Potential add anything meaningful to the bottom line.

Emotionally Expensive employees are those that blame their circumstances or others. They resist change and insist on having time to adjust to change. They argue with the direction of the organization and withhold their buy-in. They believe that buy-in is optional. They waste energy and talent by creating drama rather than results. One source of emotional expensiveness that is often overlooked is the judgmental high performer. This is the person who is really good at his or her role however s/he judges the shortcomings of everyone else and does little to help.

Assess each statement on a scale of 1-5 based on the description below.

1 = Never

2 = Rarely (once or twice per year)

3 = Sometimes (every couple of months)

4 = Often (monthly)

5 = Always

___ I share my opinions regarding others' decisions and behaviors.

___ I need praise from others to be happy with my work.

___ I am defensive or dismissive when others provide me with feedback.

___ I believe I'm entitled to my opinions at work.

___ The way I feel comes through loud and clear to my coworkers.

___ I spend as much time talking about my colleagues as I do talking to them.

___ I have good and bad days at work.

___ I only support initiatives I've been consulted on.

___ When I get angry at work, I express it indirectly (or use passive aggressive behaviors) to others.

___ I often share my personal or family problems at work.

Now add the numbers you gave yourself for all 10 statements. Take that sum and divide by 10. Then multiply the answer by 3. Round to the nearest whole number. **The answer is your Emotional Expensiveness total.**

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Total Employee Value

Total Employee Value = Employee Value = Current Performance + Future – Emotional Expensiveness

_____ = _____ + _____ - _____

If you have a positive number, I congratulate you. Some of you will be positive – you are the reality lovers, the drama diffusers, and the sane, high value players. The time has come when you will get your just rewards, and you will soon be surrounded by fellow workers who are just as effective and happy as you are. You can actually multiply value with your number by diffusing the drama of others. You neutralize caustic people and negate their costly behaviors. You are a role model for techniques and behaviors that create top value. You call others to greatness by your calm, nonreactive mode and by your example.

If you have come up with a negative number for value, congratulate yourself for being honest. By facing your reality, you will improve. If you are looking at a negative value right now, know that you are from alone. In fact, 83 percent of those who have been receiving high performance ratings scored negative numbers when first evaluated with the New Value Equation.

What if you are a zero? If you are used to being a 5 in the old system, it can be hard to be proud of your zero in this new system, in which even a 1 or a 2 is a rock star. If you are a zero, rest assured it's actually a great number and a great starting point. It's far better to be a zero who is fully accountable for how she got there than a 5, or even a 3, who is deluding herself. In fact, Zeros are some of the happiest and most peaceful people out there.

From this neutral place of zero, you can go onto add real value by focusing on improving yourself and not your circumstances. Imagine going home at the end of the day feeling a great— knowing that you and your employer are even. You leave feeling pride in the work you did, confident that you served well, did your best, lifted people up, and added little drama or strife to the workplace. You gave your best, which is getting better all the time. You are energized by the difference you made, the impact you had, and by what you learned. You don't feel guilty for not having done a good job or for having sold out or belittled a coworker. You have given freely of your gifts, no strings attached. No negative feelings, just gratitude and pride. Your employer is thrilled as well, feeling that you performed well, you're a good deal for the present and a great bet for the future, as you grow and continue to learn.