



Employee Growth and Development Program

The Performance Management
Process Playbook





At Monument Chemical, we are boosting all of our Talent Management efforts!

Talent Management is everything we do to attract, engage, grow, and retain the right talent and help them achieve their potential. Key activities include:

- Recruiting
- Onboarding
- Performance Management
- Learning & Career Development Opportunities



WHY is Talent Management Important?

Talent Management impacts the strength of Monument's most important asset: our people. By enhancing our abilities to attract and retain the best talent in our industries, we'll boost our competitive edge and deliver higher levels of business performance and results.

When our employees thrive, so does the company as a whole – meaning a brighter future for all of us.



Learn | Empower | Accelerate | Partner

We are also excited to premier our new **Monument LEAP brand** for all Monument Talent Management activities.

So, when you see this logo, you'll know we're talking about opportunities for Monument team members to: Learn, Empower, Accelerate, and Partner.





YOU Play an Active Role in this Commitment

Our refreshed Employee Growth and Development (EG&D) Program – and this EG&D Playbook – enables you to be in control of your work, your progress and your career.

We look forward to sharing more about Monument's enhanced Talent Management efforts!



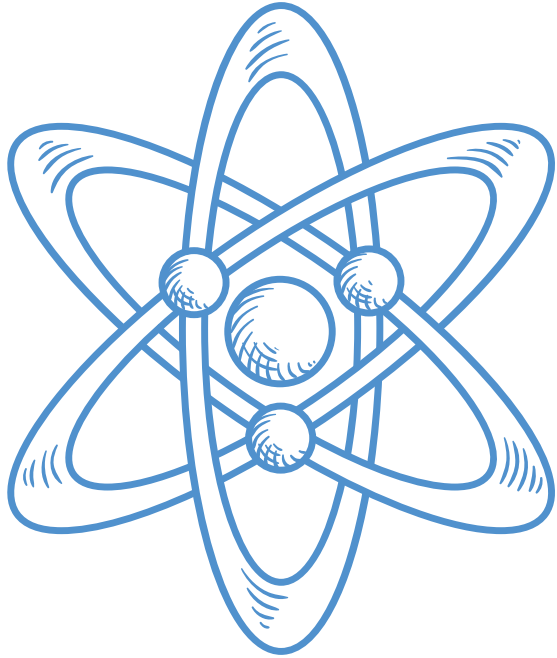
How to Use the EG&D Playbook

This playbook is intended to walk you through the *Monument Chemical Employee Growth and Development Program*. Follow along with your Employee Growth and Development Form. Each section of the form is aligned with a chapter in this playbook. To get the most out of the playbook and the program, be sure to read each chapter before filling out that part of the form.

JOB COMMITMENT	JOB ENGAGEMENT	BUSINESS EXCELLENCE	GROWTH LEVELS
<input type="checkbox"/> Product Sales <input type="checkbox"/> Engagement	<input type="checkbox"/> Sales Operations <input type="checkbox"/> Sales Management	<input type="checkbox"/> Operational Excellence <input type="checkbox"/> Operational Excellence <input type="checkbox"/> Financial Goals	<input type="checkbox"/> Sales Leadership <input type="checkbox"/> Innovation, Products and Services <input type="checkbox"/> Business Strategy <input type="checkbox"/> Sustainability



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Introduction



At Monument Chemical, performance is managed through the Employee Growth and Development Program.

This program enables you to be in control of your work, your progress and your career.

The best thing you can do for your career growth is take full advantage of the program. Use it to lead yourself and your career forward.



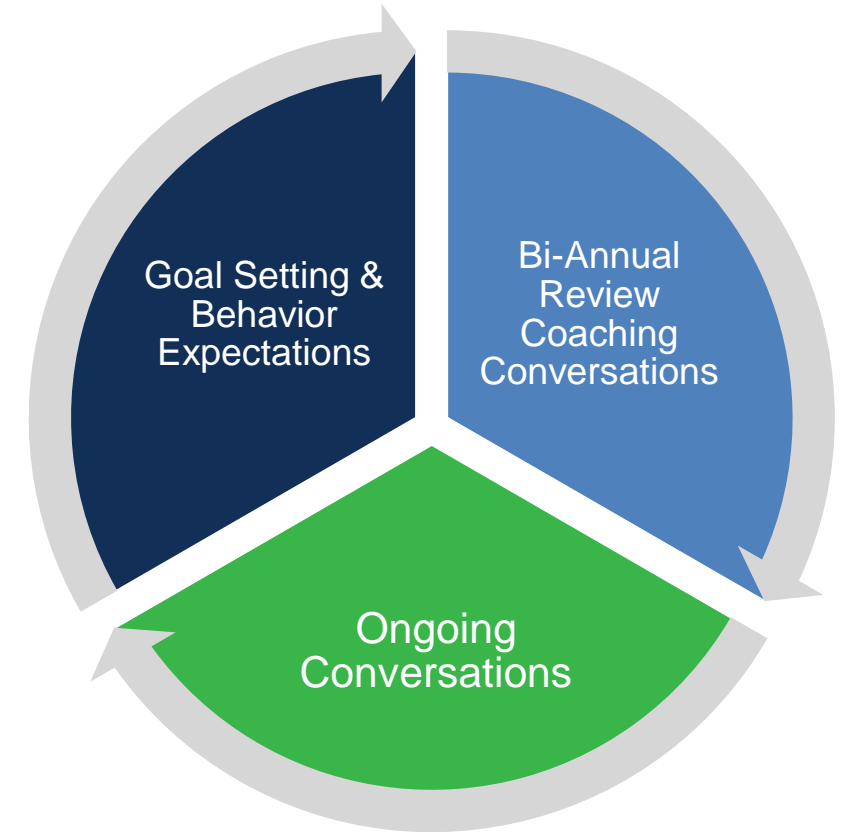
The 3 Goals of the Employee Growth and Development Process

1. Enable you to feel included in and aligned to the bigger Monument Chemical focus
2. Enable you to feel empowered in your work by setting your own goals and development to drive your future
3. Enable you to increase clarity and connection in conversations with your manager



The Components of the Monument Chemical Performance Management Program – Employee Growth and Development Process:

1. The Goal Setting and Behavior Expectations Experience
2. The Bi-Annual Coaching Conversation Experience(s)
3. The Ongoing Conversations Opportunity



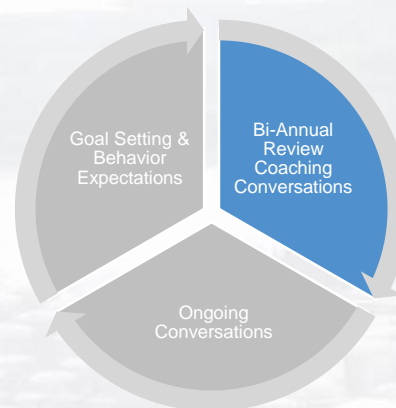


Goal Setting and Behavior Expectations

At the beginning of the year, you and your manager will decide and agree on three critical areas:

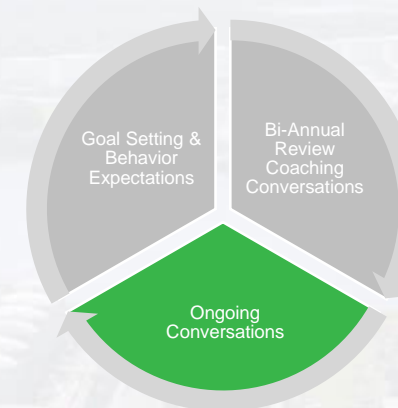
1. the important work for you to accomplish (i.e., your goals)
2. the desired behaviors you need to succeed
3. your personal development opportunity

You're encouraged to continually revise your goals and development throughout the year.



Bi-Annual Review Coaching Conversations

Twice a year, at mid-year and year end, you and your manager will discuss your achievements, progress, growth, career options, what's next, etc. Even though these are scheduled conversations, keep them informal with good two-way dialogue.



Ongoing Conversations

Continue talking with your manager throughout the year, as often as is desired and needed. Share your perspective and listen for ways to add greater value and grow your career. It's a win-win!



Goal Setting Behavior and Expectations



Why Goal Setting Matters

Goal setting is empowering. It's a chance to identify what matters and enables you to spend your work time wisely. Goal setting provides alignment and focus so you can feel confident, be more autonomous, do more meaningful work, and grow your career.





Getting Connected and Aligned – How do I go about it?

Connecting your role to the big organizational perspective sounds easy. But it's not that simple. It's important to set your priorities, not from daily urgencies, but using the big picture perspective to know what matters most in your role and to your goals. This also better ensures you're adding value to the organizational strategy.



Monument **EMPLOYEE GROWTH & DEVELOPMENT PROGRAM**

Name: _____ Name: _____ Manager: _____

THE EMPLOYEE GROWTH AND DEVELOPMENT PROGRAM
 Use the Monument Chemical (MC) Employee Growth and Development Program (EGDP) to maximize your performance, growth, and experience at Monument Chemical.

BUSINESS GOALS: OVERALL ORGANIZATIONAL FOCUS
 Get connected to the bigger picture. Below are the broader priorities for Monument Chemical. Based on your role/team, check off the priorities below that you directly affect. Check all that apply.

OUR COMMITMENT	ONE MONUMENT	BUSINESS EXCELLENCE	GROWTH LEVERS
<input type="checkbox"/> Health, Safety and Environment	<input type="checkbox"/> Team Effectiveness	<input type="checkbox"/> Commercial Excellence	<input type="checkbox"/> Cost Management
<input type="checkbox"/> Engagement	<input type="checkbox"/> Talent Management	<input type="checkbox"/> Operational Excellence	<input type="checkbox"/> Innovative Products and Services
		<input type="checkbox"/> Process of Goals	<input type="checkbox"/> Business Synergy
			<input type="checkbox"/> Sustainability

JOB FOCUS AREAS: KEY AREAS OF RESPONSIBILITIES AND RESULTS
 Identify your Job Focus Areas, which are the key areas of work for which you are responsible. For those who have roles with different responsibilities/commitments and responsibilities, use this section to note those (or attach a separate spreadsheet).

ACHIEVEMENT GOALS: SPECIFIC WORK FOCUS
 Based on your Job Focus Areas, note in the box below your Achievement Goals. What is most important to accomplish? Start with 1-2 Goals maximum and try to make your Achievement Goals SMART: Specific, Measurable, Achievable, Relevant, and Time-Sensitive (or much as possible).

The *Goal Setting Process* (a thinking, planning and talking experience) is meant to be done in partnership with your manager. First, take some time to think and plan about your role, priorities and goals. Then, talk to your manager to finalize.

After you and your manager agree, it's your responsibility to fully complete the Employee Growth and Development Form and submit to your manager for signature. Your manager will send the form to HR. Although HR will have a copy, it's smart to retain your own so you can easily refer to it throughout the year.



Setting Your Own Goals



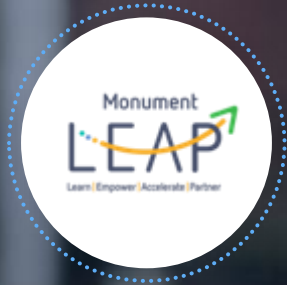
Business Goals





Business Goals – The Strategic Focus For Monument Chemical

The *Business Goals* are set by your executive leaders. They cascade throughout the organization and define Monument Chemical's strategic direction for the year. Understanding the Business Goals will help you set direction for *your* priorities and achievement goals.



Clarifying Your Connection to the Bigger Picture

In the Business Goals section of the Employee Growth and Development Form, identify which parts of the business strategy apply to you. Check all that apply. But remember: It's helpful to differentiate, so try to avoid checking them all. While they all *could* apply, choose the ones that you feel you most directly affect. Then talk to your manager about how the Business Goals drive your priorities.

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<input type="checkbox"/> Health, Safety, and Environment	<input type="checkbox"/> Sales Effectiveness	<input type="checkbox"/> Commercial Excellence	<input type="checkbox"/> Core Investment
<input type="checkbox"/> Engagement	<input type="checkbox"/> Talent Management	<input type="checkbox"/> Operational Excellence	<input type="checkbox"/> Innovative Products and Services
		<input type="checkbox"/> Financial Goals	<input type="checkbox"/> Business Synergy
			<input type="checkbox"/> Sustainability

JOB FOCUS AREAS: KEY AREAS OF RESPONSIBILITY AND ACCOUNTABILITY
Identify your Job Focus Areas, which are the key areas of work for which you are responsible. For those who have roles with defined plans/metrics/measures and accountabilities, use this section to note those (or attach a separate spreadsheet).

ACHIEVEMENT GOALS: SPECIFIC WORK FOCUS
Based on your Job Focus Areas, note in the box below your Achievement Goals. What is most important to accomplish? Stick with 1-2 Goals maximum and try to make your Achievement Goals SMART - Specific, Measurable, Achievable, Relevant, and Time Oriented (as much as possible).



In order to fully understand the Business Goals, discuss with your manager the key priorities and goals for these levels, as is appropriate for your role/level:

- The CEO/GLT Level
- Functional Level
- BMT Level
- Individual Functional and/or Team Leader Level

This discussion will help you figure out how you fit into key organizational priorities. Although this information isn't required for your Employee Growth and Development Form, it may be helpful information when determining *your* priorities and achievement goals.



Job Focus Areas





Job Focus Areas – Key Areas of Responsibility

In the Job Focus Areas section of your Employee Growth and Development Form, identify the key areas of work for which you're responsible. Look at your role broadly and keep it simple. Use 5-7 big buckets and a few sub-points for clarification.

If success in your role is defined by key metrics, measures and/or accountabilities use this section (or attach a separate spreadsheet) to note them.

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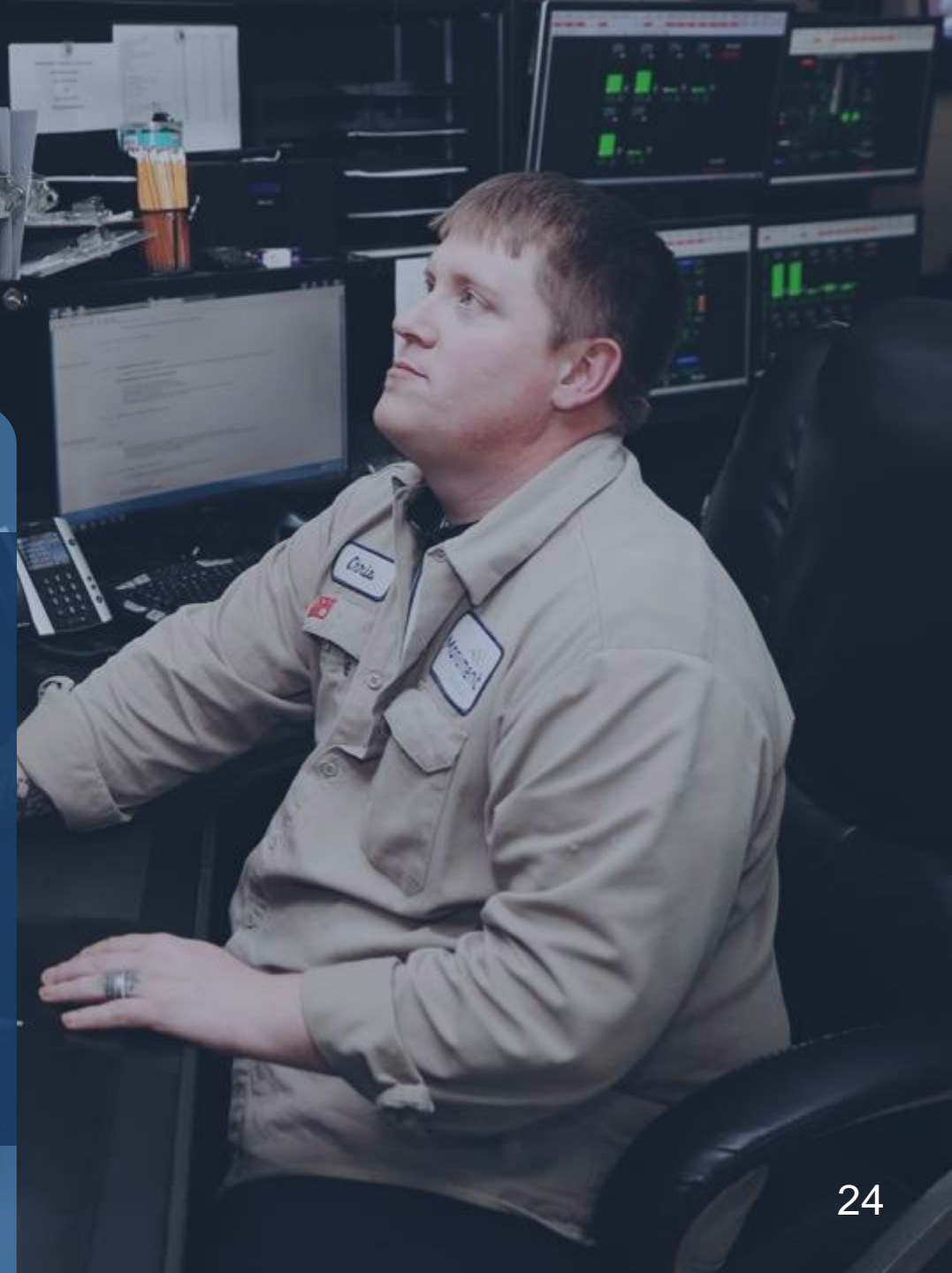
JOB FOCUS AREAS: KEY AREAS OF RESPONSIBILITIES AND RESULTS
Identify your Job Focus Areas, which are the key areas of work for which you are responsible. For those who have roles with defined plans/metrics/measures and accountabilities, use this section to note those (or attach a separate spreadsheet):

ACHIEVEMENT GOALS: SPECIFIC WORK FOCUS
Based on your Job Focus Areas, from the box below your performance goals, list 1-3 most important to accomplish. Start with 1-2 Goals maximum and try to make your Achievement Goals SMART - Specific, Measurable, Achievable, Relevant, and Time Oriented (as much as possible).



The **Job Focus Areas** are the *Key Areas of Responsibility* related to your role. They encompass your entire role, but from a higher level.

If you're responsible for a broader entity, e.g., a function, plant or team, while you'll still set goals for that entity, this section is about what you're personally responsible for in your leadership of that entity. The specific metrics/measures that you oversee, can be noted on a separate spreadsheet.





The most critical time to have a thorough discussion about your Job Focus Areas is when you're new to a role or the organization or if a change in your role occurs. Change can occur when: there are new leaders, a new organizational structure, new/bigger goals/market presence, or a new way of doing business is defined.

A new leader, for example, may have new/different ideas or goals that could affect your role. Taking time to discuss your role broadly with your manager will better enable you to feel more aligned and focus on what matters most, which is invaluable to career growth and success.





When filling out your Job Focus Areas, stick to the “bigger buckets” of your responsibilities. This isn’t intended to be as formal as a job description or as detailed as a complete list of your work. Use this section to align with your manager on the big areas of responsibility for your work.

Don’t overwork it! If you’ve been in your role for a long time and there has been little change, you may not need to do the Job Focus Areas. If they’re the same as last year, then just copy them over. Just be sure to always align with your manager.





Achievement Goals





Achievement Goals – Accomplishing What is Most Important

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ACHIEVEMENT GOALS: SPECIFIC WORK FOCUS
Based on your Job Focus Areas, note in the box below your Achievement Goals. What is most important to accomplish? Set with 1-2 Goals maximum and try to make your Achievement Goals SMART: Specific, Measurable, Achievable, Relevant, and Time Oriented (at least as possible).

In the Achievement Goals section of your Employee Growth and Development Form, zero in on ideally 1 to 3 goals to accomplish this year. As much as possible, make them SMART: Specific, Measurable, Achievable, Relevant and Time Oriented.

Your Achievement Goals are based off your Job Focus Areas and are intended to help you zero in on the contribution you want to make this year. They are not “in addition” to your Job Focus Areas but should call out 1 to 3 specific priorities from those areas.

SMART Goals

Specific

Clearly target what you want to do; zero in on a single topic or focused mission.

Measurable

Success can be measured quantitatively or qualitatively. Be flexible for best results.

Achievable

Ensure the goal can be achieved within a given timeframe but make it a stretch.

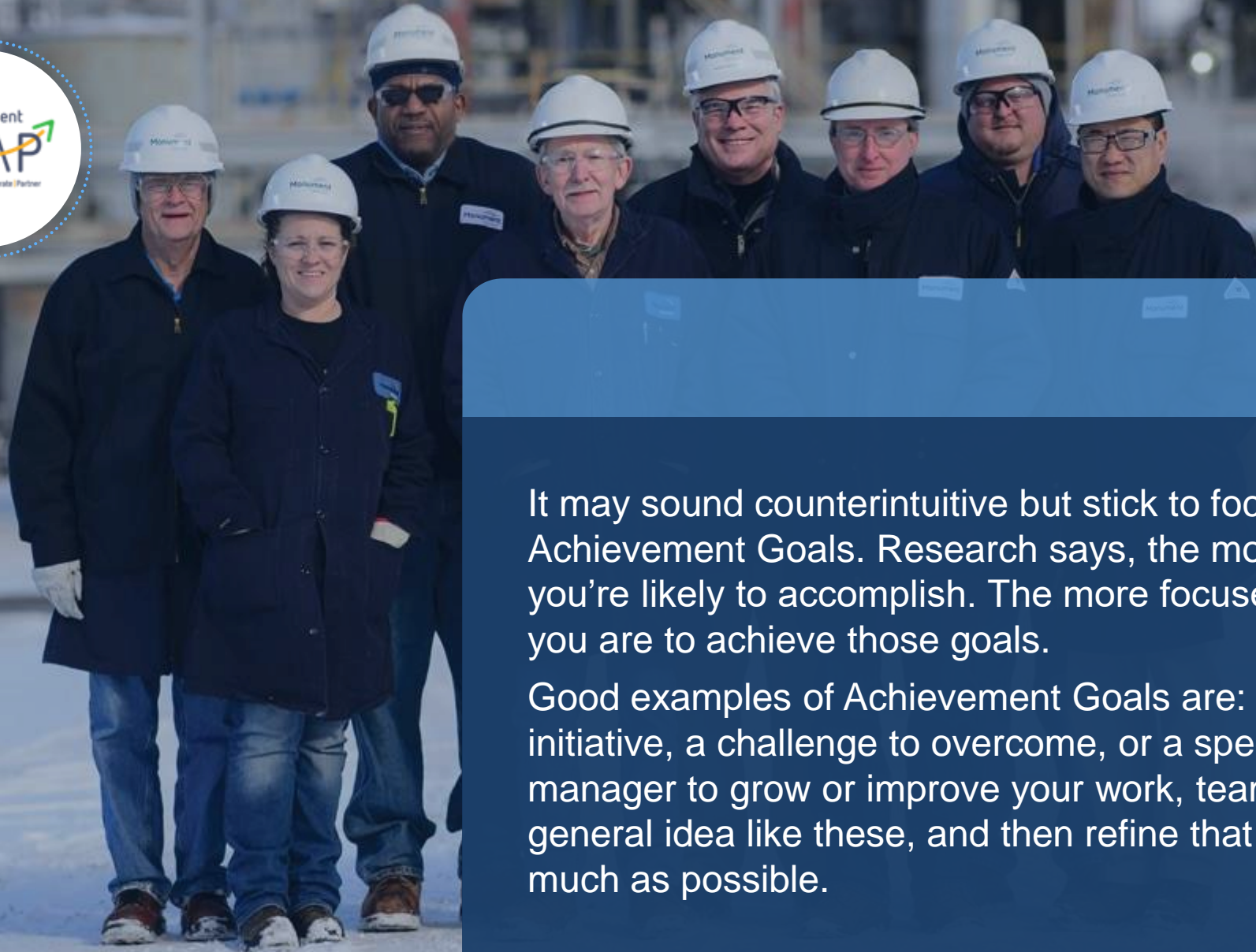
Relevant

The goal connects, aligns, and serves the broader team/function/organization.

Time Oriented

Be specific with the timing for each goal; some may take more or less than a year.

Remember: Some goals may be hard to measure, e.g., connecting with people or defining a new way of thinking. If you have a goal like this, use sub-bullets to define action steps. Then use those action steps to "measure" your effort. Do the best you can to make your goals SMART, but remember that alignment, conversation and focus are the real objectives of this process.

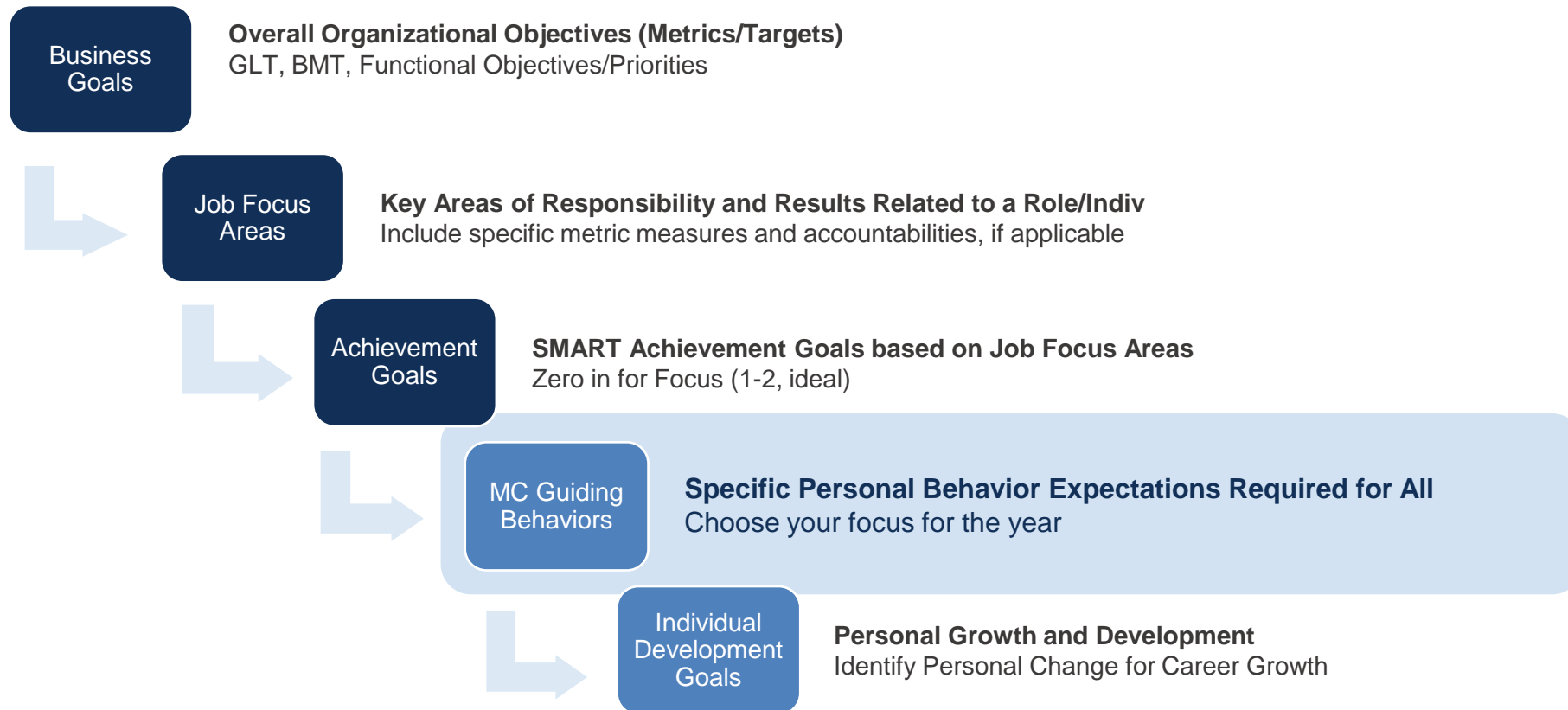


It may sound counterintuitive but stick to focusing on 1 to 3 Achievement Goals. Research says, the more goals you set, the fewer you're likely to accomplish. The more focused you are, the more likely you are to achieve those goals.

Good examples of Achievement Goals are: a valued project, new initiative, a challenge to overcome, or a special request from your manager to grow or improve your work, team or function. Start with a general idea like these, and then refine that into a SMART goal as much as possible.



Guiding Behaviors





Monument Chemical Guiding Behaviors – Personal Behavior Expectations

In the Monument Chemical Guiding Behaviors section of your Employee Growth and Development Form, choose one Guiding Behavior as your focus.

- **TRUST:** Serve as the anchor who builds and maintains relationships based on mutual respect, transparency, honesty and consistency.
- **INCLUSION:** Promote a diversity of backgrounds, ideas and skills to foster a safe, respectful and collaborative environment.
- **RESPONSIBILITY:** Take ownership and accountability to communicate and deliver results.
- **COACH:** Lead by example and continuously motivate, challenge and develop self and others to grow.
- **BIG PICTURE PERSPECTIVE:** Understand, embrace and link yourself to the organization's vision for continuous improvement and growth.

Monument Chemical **EMPLOYEE GROWTH & DEVELOPMENT PROGRAM**

MONUMENT CHEMICAL GUIDING BEHAVIORS: PERSONAL BEHAVIOR EXPECTATIONS
Everyone is expected to perform well in ALL of the MC Guiding Behaviors. For your growth and improvement this year, choose one MC Guiding Behavior as your focus.

- TRUST:** Serve as the anchor who builds and maintains relationships based on mutual respect, transparency, honesty and consistency.
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- BIG PICTURE PERSPECTIVE:** Understand, embrace and link yourself to the organization's vision for continuous improvement and growth.

INDIVIDUAL DEVELOPMENT GOALS:
It is growth that builds your career. Identify how you can personally change and professionally grow to make a bigger impact on your work performance and relationships.
Choose a **Winning Action Strategy** (shown below) that represents the best growth for you:

BE ESSENTIAL	PUTH YOURSELF	EXERCISE CONFIDENCE
BUILD A FAN BASE	PRACTICE REGULAR SELF REFLECTION	GIVE BACK
NEGOTIATE FOR SUCCESS	ALWAYS, ALWAYS HAVE A PLAN	UNDERSTAND THE GAME

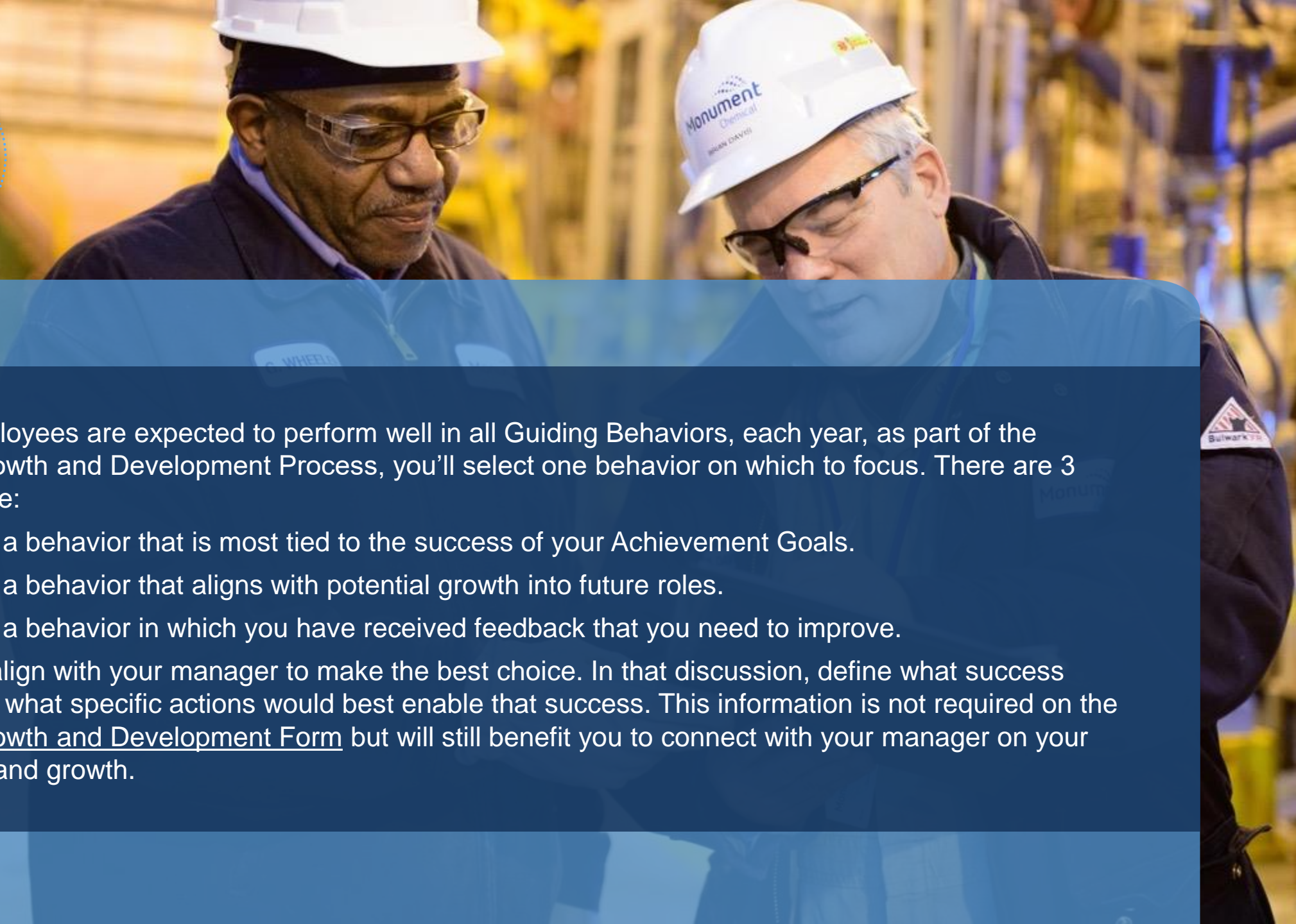
- Be Essential:** Maximize your value/contribution. Good times to choose this are when you take a new role, if your role has significantly shifted, or if you received some tough feedback that you need to add more value in the areas of communication and/or prioritization.
- Puth Yourself:** Maximize your potential and stretch your comfort zone. If you have been playing it safe, have big ambitions that are not realized, or you received some feedback that others believe you are capable of doing more - this could be a good choice for you.
- Exercise Confidence:** Confidence is about personally driving an impact. Choose this if you want to bring a stronger presence, more decisive decision-making and/or a bolder voice to your work.
- Build A Fan Base:** Choose this if you need/want stronger, better, deeper relationships and/or a broader network to build your career, or if you received some feedback that people find it challenging to work with you - you may need to repair some relationships.
- Practice Regular Self Reflection:** Self-awareness is the secret to meaningful personal growth. Choose this if you'd like greater self-awareness or if you received feedback that takes you by surprise or you don't agree with - it could mean it is time to think deeper.
- Give Back:** Choose this if you'd like to strengthen your impact on others. Consider sharing your knowledge on more information, or coaching others etc. This is a good choice for those more senior in their careers who want to leave a strong legacy.
- Negotiate for Success:** Negotiating is a life skill. Choose this if you have important strategies, plans, priorities, and/or viewpoints that need strong alignment, or if you received feedback that you could, more effectively, manage stakeholders and/or resolve conflicts better.
- Always, Always Have A Plan:** This is about bringing better vision, direction, structure, priorities and/or discipline into your work. Choose this if you need more control over your work and/or if you received feedback that you need to elevate your role by redefining the goal path.
- Understand The Game:** Choose this if you'd like to work more successfully within the system of the organization or if you received feedback that you need to better understand the bigger picture, better align with key stakeholders and/or implement important decisions.



The Monument Chemical Guiding Behaviors are the behavior expectations for all roles at all levels. The intent of the definitions is to help make the behaviors easier to apply in your role. To fully understand these expectations, and your performance relative to the expectations, discuss them with your manager.

In addition to the knowledge, experience and expertise you have, the Guiding Behaviors can impact how your career progresses, e.g., if you're selected for a promotion, merit raise or bonus opportunity. Aligning your behavior to the expectations will only increase your likelihood of success.





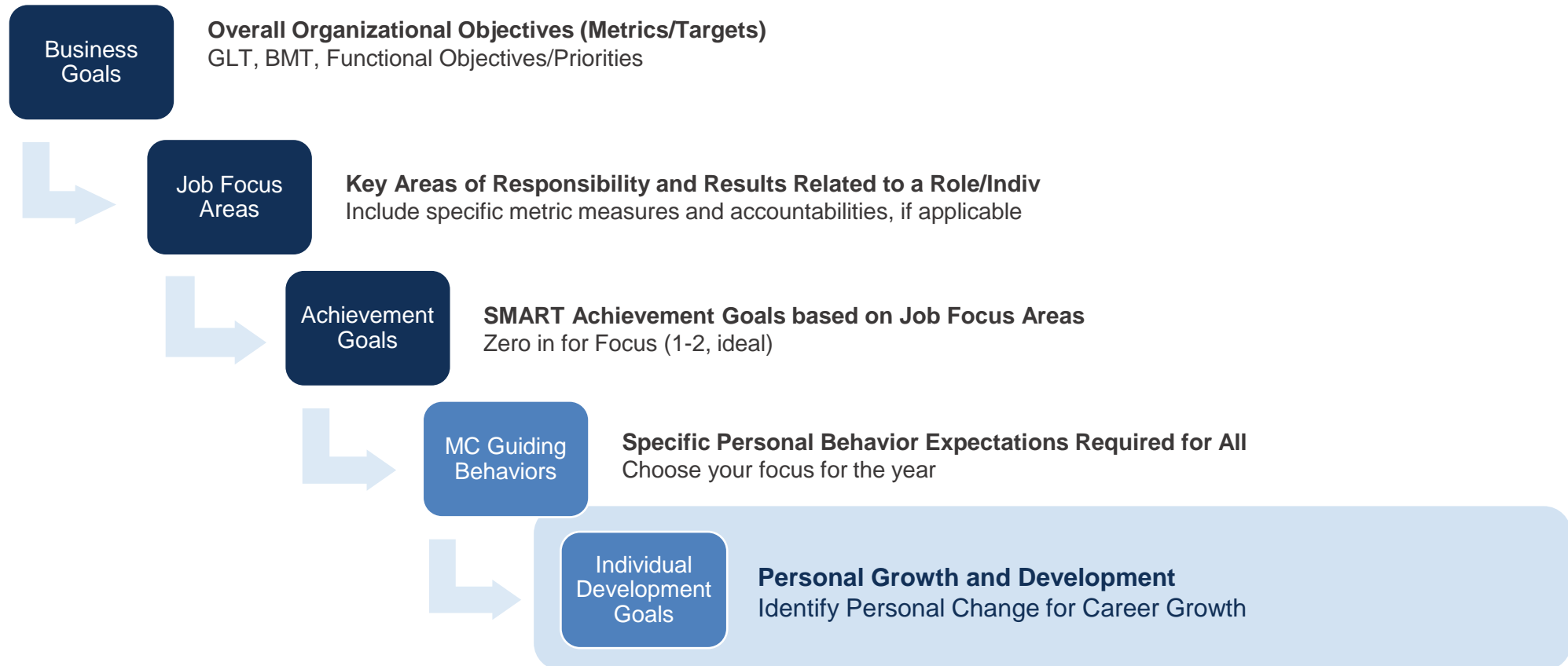
Although employees are expected to perform well in all Guiding Behaviors, each year, as part of the Employee Growth and Development Process, you'll select one behavior on which to focus. There are 3 ways to decide:

1. Choose a behavior that is most tied to the success of your Achievement Goals.
2. Choose a behavior that aligns with potential growth into future roles.
3. Choose a behavior in which you have received feedback that you need to improve.

Discuss and align with your manager to make the best choice. In that discussion, define what success looks like and what specific actions would best enable that success. This information is not required on the Employee Growth and Development Form but will still benefit you to connect with your manager on your performance and growth.



Individual Development Goals





Individual Development Goal – Embracing Personal Growth and Change

Individual Development Goal planning is about embracing *personal change and growth* to create a better future for yourself. It's improving and strengthening “how” you do what you do, so you can be successful in your role today as well as in bigger roles in the future.

Development planning isn't easy, but a good plan gives you an opportunity to better grow your career and your life. At Monument Chemical, you have the opportunity for this growth, which can translate into more responsibility or meaningful work or whatever is important to you. The amount of effort you put in will determine the outcome.



The Winning Action Strategies

On your Employee Growth and Development Form, you'll see **9 Winning Action Strategies**. Each strategy is a great choice for growth and development, and each one can have a positive impact on your career growth in different ways. Read about each strategy and choose the one that fits best for you.

After you make your selection, align with your manager and define what success will look like. Make sure your choice will support the Guiding Behavior you're focused on and look for action steps that allow both to come to life.





The first three Winning Action Strategies – **Be Essential**, **Push Yourself** and **Exercise Confidence** – can help you achieve more and maximize your value and contribution by focusing on the right priorities, stretching outside your comfort zone and boosting your communications.

Achieve More

Be Essential

This strategy is perfect for those who want to ensure they're adding immense value. Choose this if you desire to strengthen your productivity and/or focus, or contribute more thought leadership, or more fully own your role assuming greater responsibility.

Push Yourself

This strategy can help you reach your potential. Choose this if you're stuck in a rut or it's time to take a risk or experiment with new ideas/methods or take on bigger problems.

Exercise Confidence

This strategy can help you have a bolder personal or leadership presence. Choose this if you want to be taken more seriously, be heard more, bring a bold point of view, or feel stronger in order to exercise greater influence.



The next three Winning Action Strategies – **Build a Fan Base**, **Practice Regular Self Reflection** and **Give Back** – can help you strengthen relationships so that you can do more, learn more and be more strategically aligned. Growing your career is NOT a solo act, so the connections you make and relationships you build are extremely valuable.

Strengthen Relationships

Build a Fan Base

Choose this if you need to strengthen trust in your relationships. It's important to practice inclusive leadership behaviors, respect and value others, listen well, model the organization's values, and support, advocate and champion others.

Practice Regular Self-Reflection

This strategy can help you strengthen your self-awareness. Choose this if you've received feedback that surprised you, or you realized you don't fully appreciate how others experience you, or you feel others don't see your intent in certain situations.

Give Back

This strategy can help you work with purpose. Choose this if you want to find more meaning in your work. This can include helping others, but also coaching/mentoring, contributing to an environment of psychological safety, sharing meaningful information, etc. Giving back can define your legacy.

Social Power and Influence



Negotiate for Success

This strategy can help you navigate important outcomes that you don't have direct control over. Choose this if you need to align key stakeholders, settle team or personal disputes/conflicts, set and align on priorities/timelines, or make collaborative/win-win decisions.

Always, Always Have a Plan

This strategy can help you provide greater structure for yourself and others. Choose this if you need to inspire more with strategic vision, set direction with a plan, execute with discipline and accountability, attend to your own priorities/goals, or establish personal structure.

Understand the Game

This strategy can help you work and succeed in a complex system if you're new or if it has recently changed. Choose this if you're seen as less politically savvy or if you need to better navigate decisioning, align stakeholders, craft solutions to bigger problems, or communicate up the organization's chain of leadership.

The last row of Winning Action Strategies – **Negotiate for Success, Always Always Have a Plan and Understand the Game** – can help you strengthen your ability to influence, maximize your social power, and shape outcomes in the most beneficial ways by making a difference, inspiring others, managing conflict and aligning stakeholders.



To Establish Your Individual Development Goal

Identify and agree with your manager on your Individual Development Goal by selecting a Winning Action Strategy. After you agree on your Winning Action Strategy:

1. Define what success looks like
2. Identify a few key actions that would enable that success

In the Individual Development Goal section of your Employee Growth and Development Form, select your Winning Action Strategy and write in your definition for success and action steps.

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BUILD A FIRM BASE	PRACTICE REGULAR SELF REFLECTION	GIVE BACK
NEGOTIATE FOR SUCCESS	ALWAYS, ALWAYS HAVE A PLAN	UNDERSTAND THE GAME

- Be Essential:** Maximize your value/contribution. Good times to choose this are when you take a new role, if your role has significantly shifted, or if you received some tough feedback that you need to add more value in the areas of communication and/or prioritization.
- Push Yourself:** Maximize your potential and stretch your comfort zone. If you have been playing it safe, have big ambitions that are not realized, or you received some feedback that others believe you are capable of doing more- this could be a good choice for you.
- Exercise Confidence:** Confidence is about personally driving an impact. Choose this if you want to bring a stronger presence, more decisive decision-making and/or a bolder voice to your work.
- Build a Firm Base:** Choose this if you need/want stronger, better, deeper relationships and/or a broader network to build your career, or if you received some feedback that people find it challenging to work with you- you may need to repair some relationships.
- Practice Regular Self Reflection:** Self awareness is the secret to meaningful personal growth. Choose this if you'd like greater self awareness or if you received feedback that takes you by surprise or you don't agree with- it could mean it is time to think deeper.
- Give Back:** Choose this if you'd like to strengthen your impact on others. Consider sharing your knowledge or more information, or coaching others etc. This is a good choice for those more senior in their careers who want to leave a strong legacy.
- Negotiate for Success:** Negotiating is a life skill. Choose this if you have important strategies, plans, priorities, and/or viewpoints that need strong alignment, or if you received feedback that you could, more effectively, manage stakeholders and/or resolve conflicts better.
- Always, Always Have a Plan:** This is about bringing better vision, direction, structure, priorities and/or discipline into your work. Choose this if you need more control over your work and/or if you received feedback that you need to elevate your role by redefining the goal path.
- Understand The Game:** Choose this if you'd like to work more successfully within the system of the organization or if you received feedback that you need to better understand the bigger picture, better align with key stakeholders and/or implement important decisions.



Define What Success Looks Like

This is simply a visioning exercise. Imagine that you've grown in the Winning Action Strategy of your choice. What does your outcome and behavior look like? Imagine how you're thinking, feeling and behaving differently and what new outcomes you're producing.

To clarify the outcomes, think about these questions:

1. What has been accomplished that's different from now?
2. How are others behaving or reacting differently than they are now?
3. What are you achieving that is different than you are now?

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For the MC Guiding Behavior and Winning Action Strategy you chose, write in this section:
(1) How you define success, and (2) your action steps. Discuss with your manager and continue to refine throughout the year.

Signatures
Typing your name and the date here constitutes a signature on this document.

Employee Signature:
Date:

Manager Signature:
Date:

HR Signature:
Date:



Identify Actions to Enable Personal Change

Every Individual Development Goal needs action items. These action items specifically define what you're going to do differently in order to create the new outcome you desire. Be sure the actions are focused on you, i.e., how you're going to personally change and grow, rather than just projects you're going to finish. Remember, this is your personal growth plan – not a list of your objectives for the year.

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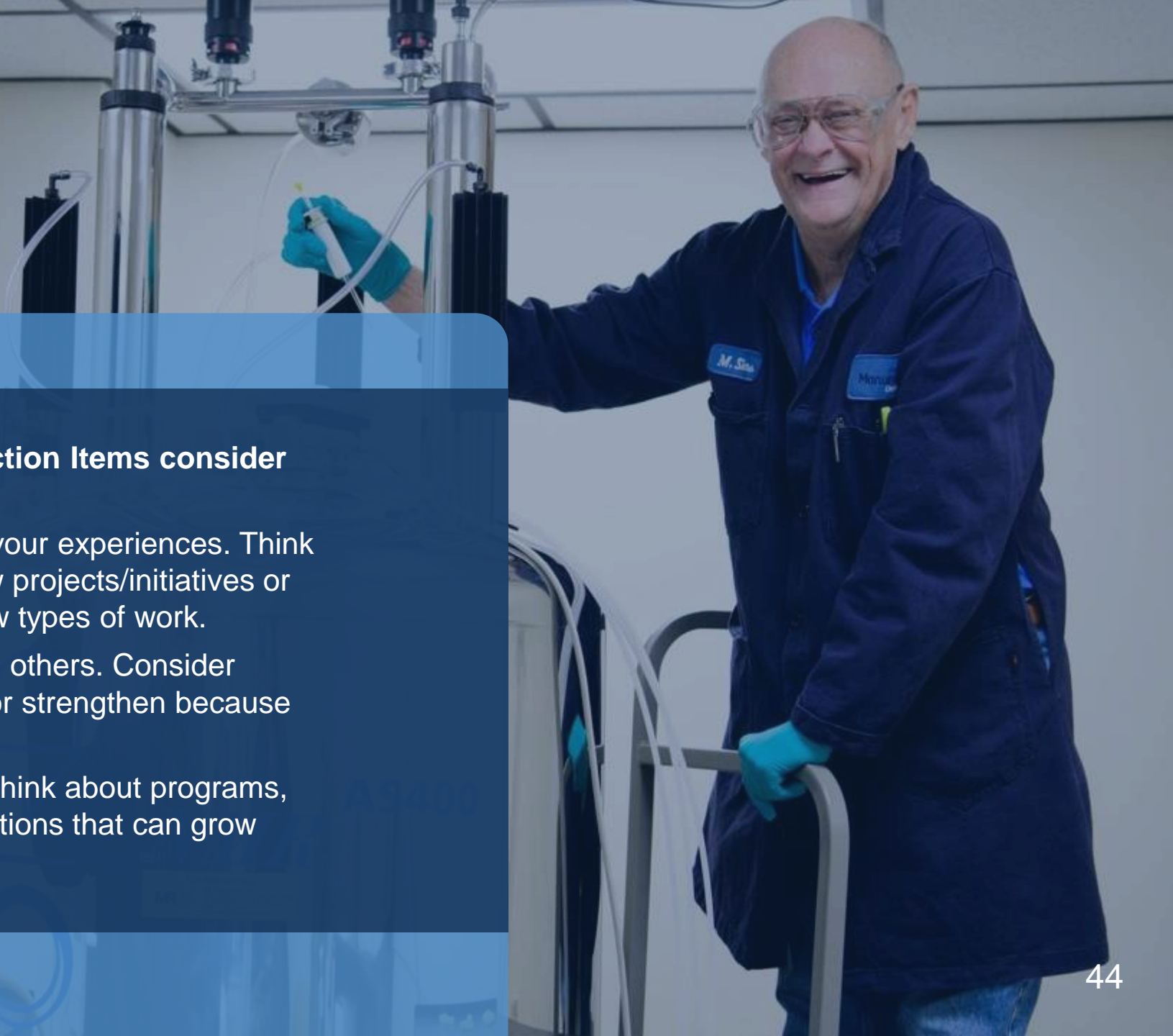
Manager Signature:
 Date:

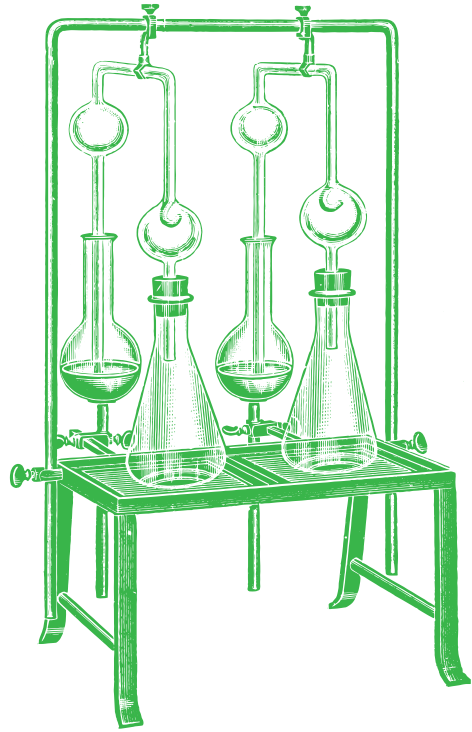
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When defining Personal Development Action Items consider these options:

- **Experiences** – Learning comes from your experiences. Think about how you can get involved in new projects/initiatives or how you can expand your role into new types of work.
- **Relationships** – Learning comes from others. Consider relationships you might need to grow or strengthen because you'd like to learn from them.
- **Education** – Learning is knowledge. Think about programs, classes, advanced degrees or certifications that can grow your capability.





Having Coaching and Growth Conversations



As you think about growing your career, the conversations you have with your manager matter. How you show up and take the lead in those conversations will make a significant difference in what you get from them. Luckily, you don't have to have the "perfect boss" to get what you need. You can take the initiative and own the conversation yourself.





The Goal Setting and Behavior Expectations Conversation

The Goal Setting Conversation is about “looking ahead.” It’s a chance to refresh, align and get inspired about your opportunity to achieve in the coming year. The quality of this conversation is your responsibility.



Preparation is Key!

Spend time thinking about what would make the coming year successful for you.

- What do you want to do more of because it's meaningful?
- What do you want to do because it contributes the most value to the organization and to others?
- What is important to you because it will allow you to grow in your career?



Key Tips for Getting the Most from the Goal Setting Conversation

- **Be in the right mindset to take action.** Own your future. Your success is your opportunity.
- **Define your own outcome.** Be clear on what YOU want to achieve. Set your ambition. Define what success looks like for you and identify how your success is a win for the organization too.
- **Be open to suggestions.** Listen a lot! Explore ideas and look for ways to make suggestions work.
- **Welcome the partnership—without needing it.** Be proactive and prepare for conversations. Don't make your manager do all the work. You own your goals, career and life.
- **Have development ideas in mind.** Think about how you want to grow and why that makes sense. Practice self-reflection to realize that we can always continue to grow and improve. Make suggestions about what that could be.
- **Take responsibility.** Enough said!



Mid-Year and Year-End Feedback Conversation



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COACHING AND GROWTH CONVERSATIONS
It's all in the conversation! Talk often and revisit goals. Everyone benefits with more communication. The minimum required is to talk about your performance 2 times/year - at mid-year and end of year.

MID-YEAR FEEDBACK SECTION
Record here the highlights you want to cover in these conversations - include performance achievements, strengths, areas to improve, your personal growth and development, any new priorities/goal adjustments, and how you are feeling regarding your work and overall well-being.

Mid-Year Conversation: Employee Review

Mid-Year Conversation: Manager Feedback

Signatures
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Date:

Manager Signature:
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HR Signature:
Date:

This conversation is about you, for you. It's GREAT career development, and it's important for you to make this discussion valuable to you. You can't control how well your manager conducts the conversation, but you can increase the likelihood that you get what you need by maximizing your contribution to the conversation. Performance conversations matter! They're valuable, but not always easy. Increase your success with these conversations by seeking feedback, staying open and identifying ways to grow. When done well, these conversations are career lifting.



The best policy is to assume full responsibility for the quality of your conversations – whether you’re the manager or the employee. As the employee, recognize the opportunity to get what you need in your work from these conversations. The quality of the conversation will be greatly affected by how you behave. Do you welcome feedback? Do you put effort into hearing your manager’s point of view? Do you provide input for your accomplishments, ambitions and solutions to challenges? The more you do, the better the conversation will be.

Maximize Mid-Year and Year-End Feedback Conversations

- Preparation is your friend! Take the time to *look back* at your biggest accomplishments and *look ahead* at what is most meaningful/important to you.
- Come to the conversation ready to share what you've accomplished, what you want to do and what you're most passionate about in your work.
- Listen a lot! Stay curious and be open to others' perceptions about your work. Don't get defensive. Feedback is never right or wrong – it's a point of view.
- Share your future ambitions and why. Discuss connections between and the benefits of what you're doing, what you want to do, and what you could do.
- Demonstrate your commitment. Ask your manager/team what they need from you, especially what they need that they may not be getting. Help them expand their discussion with you.
- Use a “start, stop, continue” line of questioning to better understand their needs, i.e., What can I “start” doing that would add more value? What can I “stop” doing? And what can I “continue” doing?
- Keep these conversations easy by having open communication ALL year long. If you share your needs, perspectives and feedback as you go, these conversations will be more enjoyable and helpful!



Ongoing Coaching and Feedback

Having an ongoing performance dialogue all year is a big career win! It helps you make sure you're performing and contributing at your best and therefore maximizing rewards, recognition and opportunities for growth.

Invite dialogue. Be easy to talk to. If there are differences of opinion, listen. Seek to understand and people will be drawn to you. Find solutions to problems to make others' work more successful, and you'll find that you learn more about the work, organization and opportunities to grow.





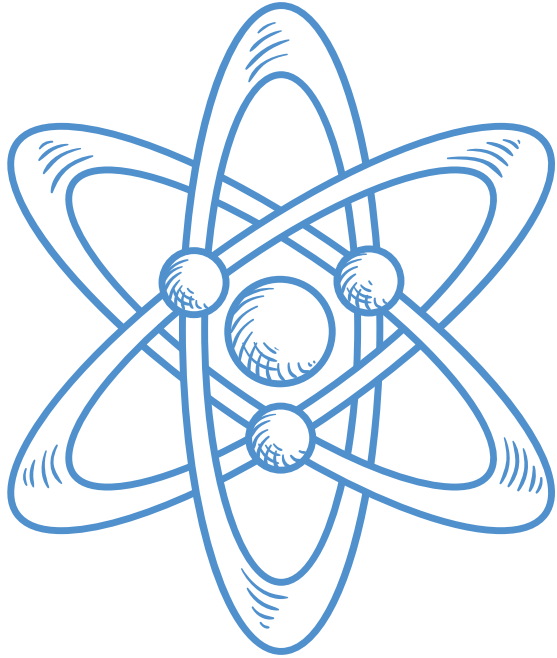
Make Your Relationships Strong ALL Year

Relationships make or break work experiences. Most people decide to remain at their organization or leave because of their work relationships. It's rarely about the work itself. Relationships are a two-way street, and they'll be better when you take 100% responsibility for your side. Be who you want to be in the relationship – don't let your behavior be dependent upon anyone else. Be the hero in your relationships, and your career will grow.



Tips to Grow Your Relationship with Your Manager

- Initiate check-ins. Don't wait for your manager to schedule conversations – ask to check in and make the agenda.
- Understand your manager's needs. Know what they need/want from you to maximize their success and yours.
- Be open to and ask for feedback. LISTEN and problem solve together – offer ideas that suggest you're willing to make changes.
- When you make commitments, keep them.
- Do more than your fair share. Make sure your manager knows they can count on you.
- Offer your manager concrete feedback to help them grow and better manage you and others.
- Be clear about what you need from your manager – open communication on both sides is always helpful.
- Be easy to talk to and try not to be defensive. Don't get triggered and show it.
- Keep confidences – what you talk about together stays with you.
- Show that you're in it to WIN it together!



Conclusion



The Individual Growth And Development Process Is Constant

What matters most with Individual Growth and Development is the ongoing conversation. Check on your growth often. Let your manager know what you're doing differently and the impact it's having on you, others, the business and your success. Don't wait for your manager to notice – just tell them!





Don't be afraid to change your development focus throughout the year. There's no magic to yearly development. If you want to change it up, simply add it to the form anytime. And if it takes longer than 1 year to grow in any particular area, that's okay too. Growth isn't measured in calendar years. You can always just change your view of success and the actions needed. Be sure to **STRETCH** yourself. You'll see your career grow! It's up to you!