

CALIBRE RATINGS

<i>Calibre – Potential Ratings</i>	
<i>Rating</i>	<i>Definition</i>
A	Consistently demonstrates the potential and competence for <i>step-change</i> progression within or outside present function
B	Has potential and competence for more progression within or beyond present function and level
C	Reached own level of competence. Competent, or capable of becoming competent, at current level
D	No potential demonstrated. Demonstrates lack of competence at current level. Progressed beyond own level of competence

<i>Calibre – Contribution Ratings</i>	
<i>Rating</i>	<i>Definition</i>
5	Performs well beyond the requirements of the role. Contribution exceeds expectations
4	Sometimes performs beyond the requirements of the role. Contribution occasionally exceeds expectations
3	Performance meets the requirements of the role. Contribution as expected
2	Performance meets some of the requirements of the role, but not all. Contribution adequate
1	Consistent failure to contribute – does not meet the basic requirements of the role

<i>Calibre – Leadership Ratings</i>		
	<i>Rating</i>	<i>Definition</i>
L	‘Pioneer’	Leads others in identifying and implementing sustainable <i>step-change</i> initiatives in line with the business ‘big picture’. A pioneer and change agent. Inspires others to change
I	‘Improver’	Contributes ideas and suggestions effectively to <i>step-change</i> initiatives. Implements and actively supports change
M	‘Implementer’	Effective at carrying out change initiatives primarily designed by others, often in a task leadership role. Tends to await the call from others
F	‘Follower’	Prefers the status quo. Cooperates with initiatives when prompted. Neutral on change as such
B	‘Preserver’	Actively preserves ‘the way we do things around here’. Prevents or blocks change, actively or covertly. Holds the business back