

NW - Performance



[How to Performance
Reviews and Snapshots?](#)
[Performance
Ratings](#)
[Setting
Feedback](#)
[Performance
Reviews in My HR Services](#)

[Approach to Performance?
Performance Cycle](#)

Performance is based on the principle of continuous, open dialogue between managers and employees. The continuous nature of the process focuses on focus, agility, and flexibility to better meet changing business needs. Regular dialogues between you and your manager will help you improve your performance, as well as concrete opportunities for development throughout the year.

Use the Performance tool in [My HR Services](#) to capture goals, summarize check-in conversations, and record snapshots. The Performance tool is based on the annual business cycle. The Group and Entity priorities and objectives provide clear direction for the year.

Connect your work with the business strategy (setting objectives). Throughout the year, you will engage in regular, meaningful conversations, take ownership of your development (development discussions), and look back on your performance for the year, and how you deliver (year-end performance assessment).

Performance-related activities for individuals can be found below.

[How to Have a Performance Discussion
with your Manager?](#)

Regular check-in discussions between you and your manager to review

your performance and behaviors (both *what* and *how* you deliver) and identify areas that could improve performance and help you reach your career ambitions.

Check-Ins occur?

Employees have check-in discussions with their Manager at least once per quarter.

How to Complete my Behaviors Self-Assessment?

Employees have the ability to rate themselves against [Syensqo's behaviors](#).

In addition to your manager's assessment, the self-assessment is meant to encourage reflection and create more meaningful, two-way conversations about behaviors. [Read more about Syensqo's levels of performance here.](#)

[To complete your behaviors assessment, it is important for employees and managers to:](#)

1. Familiarize yourself with Syensqo's behaviors to help you understand the basis of the assessment.

2. Receive the feedback with an open mind. Remember that feedback provides an opportunity for growth and improvement.

about specific instances where you have demonstrated the behaviors. This can help you understand the feedback better and

Areas for Improvement | Recognize both your strengths *and* areas where you can improve for a more balanced view.

a comparison view of both the employee's self-assessment and their own assessment, managers can use the analysis to [prepare for a discussion](#).

out of the discussion and the behavior assessment [to build development goals](#).

ry of every check-in, prepared by the Manager, and captured in the Performance tool in My HR Services. Snapshots are
f an individual's performance, behaviors, development, and potential.

g snapshot provides honest, direct feedback to the individual, and avoids surprises at the Year-end Assessment.

I take on a new role or will have a new Manager?

Manager, you should initiate a closing check-in with your Manager. Then, your Manager should complete a snapshot to assess currently defined objectives.

re, reporting to a new Manager, you should initiate a check-in with your new Manager to discuss coming priorities and possible for leading your development discussion.

ne role, reporting to a new Manager, you should initiate a new check-in with your new Manager. If possible, you, your previous Manager would be present as a best practice in order to encourage transparency and a smooth transition.

[Need Performance Assessment?
Prepare for the Year-End Assessment?
How to use the Performance tool?](#)

Assessment is a core element of the performance cycle. It is a time to reflect on our greatest achievements *and* our biggest challenges for the year ahead.

Assessment is the last Check-In/ Snapshot of the year, that covers the entire year. The result of the assessment is a year-end

calendar and deadlines that are shared with you at the beginning of the performance campaign.

Achievements. What objectives did you meet? What are you most proud of? What made your achievements meaningful? Was there a difficulty meeting objectives? What made it difficult? What support do you need?

Behaviors. What behaviors did you develop? What was the impact for the company?

Feedback. Reach out to your peers and main stakeholders via [My HR Services](#) to help you identify your strengths and development.

employee contribute to filling out the form.

Development. What steps did you take toward your ambition? How will you develop next? What do you want to learn? What is your support? What support do you need?

Assessment form will open automatically at the beginning of the assessment period.

Content is pulled from previous Check-Ins and Snapshots forms throughout the year.

Manager contribute to filling out the form.

More information and support.

[User Guide](#)
[Learningful Development Plan](#)
[Prepare for a Performance Discussion \(Employee\)](#)
[Development Video](#)

etermined based on the expectations for the time in the role and the achievement of goals. They reflect both *what* the individual achieved (results) and *how* they achieved it (behaviors).

Very Successful ratings are not the default ratings for new or new-to-the-role employees.

Very Successful and *Highly Successful* ratings are *not* reserved for managers and leadership. *All* performance-eligible employees may receive these ratings. *Exceptional Impact* is validated at the GBU/Function Level.

Contribution Levels	Business Objectives	Behaviors
Exceptional Impact	The individual's contribution has been outstanding and had a clear, significant impact on building Syensqo's future and success.	The individual leads by example and is a role model for Syensqo's behaviors.
Highly Successful	The individual's contribution to Syensqo's success is obvious and they showed agility in achieving their objectives, even in a potentially challenging environment.	The individual consistently demonstrates and encourages others to act according to Syensqo's behaviors.
Successful	The individual successfully achieved all of their objectives.	The individual consistently demonstrates Syensqo's behaviors.
Partially Successful	The individual successfully achieved some of their objectives.	The individual does not consistently demonstrate Syensqo's behaviors.
Low	The individual did not reach the expected deliverables.	The individual's behaviors did not align with expectations.

[r goals](#)
[ehaviors as your Guide](#)

res for the year ahead is an important process that aligns individual goals with Syensqo's priorities.

anization's Priorities | Discuss with your manager to understand how the Group and Entity's priorities should set the work in the year ahead.

ommunicate | Share your objectives with your manager and team members to ensure alignment and gain feedback. It's a supportive environment and may provide insights you hadn't considered.

us | Identify the most critical objectives that will have the greatest impact. Prioritize these to ensure focus and effective

Development Goals | Consider objectives that enhance your skills and knowledge, contributing to both personal growth and success.

t | Regularly review your objectives throughout the year. Be open to adjusting them in response to changing circumstances or

ack Progress | Keep a record of your objectives and track your progress. This helps in maintaining focus and provides a basis for reviews.

to understand *what* we need to achieve - Syensqo's behaviors provide a framework for *how* we will achieve.

ice goals for the year ahead, consider the following:

What innovations could support you in reaching your goal? What existing ideas or assumptions could you challenge?

and Relearn | What will you learn through working toward your goals? In what ways could you share the knowledge with

t Perspectives | Will you collaborate with others to advance your goals? What diverse perspectives will be essential for

What are you accountable for? What safety actions (physical or psychological) will you consider?

er | What customer need are you addressing? What anticipated challenge are you considering?

s | How will you measure and track progress against your objectives? What impact are you making on the organization, community, or environment?

[: in My HR Services](#)

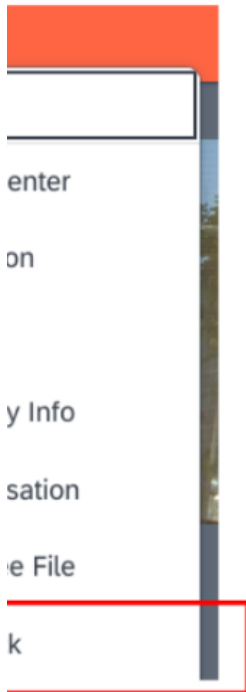
[r's](#)
[aviors](#)

urishing self-awareness and learning toward growth. Feedback makes us feel recognized for what we have achieved, and it helps us learn from our mistakes. It is also an opportunity to identify areas of development to help us improve the overall quality of our work and learn new

from the past, delivered in the present, which can positively influence our future behaviors.

ive Feedback in My HR Services

Click **Feedback** > Choose whether you want to Request Feedback, View Feedback Requests or Give Feedback:



Use the Performance tool in [My HR Services](#) to capture goals, summarize check-in conversations, and record snapshots.

Reference guide to activities that are done in the Performance tool:

The Performance tool is available to all cadre and all *white-collar* non-cadre employees; available in English and translates to all European languages, with plans to offer more local languages in the future; snapshots are captured in the Performance tool and in one form; designed to capture *one check-in conversation* and should be closed when both parties have made their inputs. They would re-open the form the next time they have a check-in conversation; employees can both open as many Check-In/ Snapshot forms as they wish throughout the year; the assessment form will open automatically and feed the Calibration and Compensation processes; employees and their managers can find more information about the addition of the Sales Collaboration Practices (SCP) assessment to the performance assessment [here](#);

requested and provided flexibly via My HR Services;

For more information, [click here](#) to view the [My HR Services User Guide](#).

- [Approach to Performance](#)
- [Setting Objectives](#)
- [Check-ins as a Manager](#)
- [Feedback for Managers](#)
- [Performance Ratings](#)
- [Check-ins for Managers](#)
- [Check-ins in My HR Services as a Manager](#)
- [Feedback](#)
- [Performance as a Manager](#)
- [Check-in Discussions as a Manager](#)

[Approach to Performance?](#)
[Check-ins as a Manager?](#)

The Performance tool is based on the principle of continuous, open dialogue between managers and employees. The continuous nature of the tool allows for focus, agility, and flexibility to better meet changing business needs.

Use the Performance tool in [My HR Services](#) to capture goals, summarize check-in conversations, and record snapshots.

onsible for supporting your team members by helping them connect their work with the business strategy (setting objectives),
ful conversations (check-ins and snapshots), encouraging them to own their development (development discussions),
ng moments (engagement discussions) and assessing their performance based on *what* they achieve and *how* they deliver
ssment and calibration).

ance-related activities in your scope as a manager can be found below. Follow the Useful Links on the right to find more
ity.

[Setting Objectives](#)
[Snapshot](#)
[Performance Assessment](#)
[Performance Ratings](#)
[360](#)
[Priorities in My HR Services](#)
[Giving Feedback](#)
[Performance](#)
[Performance Discussion](#)

[Matters](#)
[Helping my team and individuals...](#)

ets the delivery agenda for the year ahead. The business plan and GBU goals provide clear direction for the priorities that
n and individual goals.
ation of business priorities helps teams to perform at their best in order to visibly achieve better business results. It also helps
dual's day-to-day reality with the Group's purpose. Leverage the team's energy to bond in order to reach goals collaboratively
team.

e on your team is aware of Group and Entity priorities and objectives.
usiness information and priorities to their team any time there is a significant evolution of the situation.
ilts to achieve but let employees choose how to get there.
them by steering on results and not on 'the how';
e individual goal-setting exercise and regularly throughout the year.
ndividual goals reflect one's own passions and purpose?
e individuals to find meaning in the ways that their work contributes to the business priorities.

[Performance Discussion](#)

isions between individuals and managers to review

formance and behaviors (both *what* and *how* they deliver)
ris that could improve performance and help them reach their career ambitions.

ns:

r can be raised. What would help the employee to go beyond and above? For the employee, this is about growing, being
derstanding whether they're on the right track.
je with your team members, know what is happening with them and how you can support them accordingly.
n giving honest feedback. While some feedback might be difficult to hear at first, given in a constructive way and in the right
e as a necessary and true step towards growth.

Check-Ins occur?

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Assess the employee on behaviors?

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[Behaviors assessment, it is important for employees and managers to:](#)

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Take the feedback with an open mind. Remember that feedback provides an opportunity for growth and improvement.

Provide examples about specific instances where you have demonstrated the behaviors. This can help you understand the feedback better and

Areas for Improvement | Recognize both your strengths *and* areas where you can improve for a more balanced view.

For a comparison view of both the employee's self-assessment and their own assessment, managers can use the analysis to [prepare for the discussion](#).

Out of the discussion and the behavior assessment [to build development goals](#).

Summary of every check-in, prepared by the Manager, and captured in the Performance tool in My HR Services. Snapshots are a record of an individual's performance, behaviors, development, and potential.

A Snapshot provides honest, direct feedback to the individual and avoids surprises at the Year-end Assessment.

[Performance Discussion](#)
[Check-in](#)

[What is a Performance Assessment?](#)
[How to Prepare for the Year-End Assessment?](#)
[How to Use the Performance tool?](#)
[What is the performance of an individual...](#)

Assessment is a core element of the performance cycle. It is a time for individuals to reflect on their greatest achievements *and* to prepare for the year ahead.

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discussion. How did they make a difference in the past year? What do you appreciate most? What will get them to the next level (career, etc.)? How can you support them? What feedback do they need to help them grow? Consider the manager's Year-end Assessment. Consider their perspective and offer your feedback, recognition, and support. [Click here](#) for more information on how to prepare for a meaningful discussion. Focus on *how* they achieved, but *how*. Assess the behaviors that they demonstrated, seek feedback from key stakeholders, and have a conversation about what you saw, what you would like to see more of, and the impact it will have on Syensqo, our organization. And, please make sure to ask for feedback on how you led. Listen without judgment and reflect on it. Prepare for [Calibration](#).

The assessment form will open automatically at the beginning of the assessment period. Content is pulled from previous Check-Ins and Snapshots forms throughout the year. All team members contribute to filling out the form. For more information and support.

When expectations during the year when an employee is promoted, managers must adjust expectations and objectives when an employee is promoted. When assessing the individual's contribution based on those objectives.

[Prepare for a Performance Discussion \(Manager\)](#)
[Prepare for Employee's Development Discussion](#)
[Performance Discussion Video](#)

Objectives are determined based on the expectations for the time in the role and the achievement of goals. They reflect both *what* the individual achieved (results) and *how* they achieved it (behaviors).

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[the Calibration Process?](#)
[as to Help](#)

-related process that ensures that individuals' contributions are rated in a fair and comparative fashion and, differentiates re organization.

hw:

cess that helps managers check their thinking with their peers and ensures that ratings are applied consistently across teams; e most effective, Front Line Managers should complete calibration for their team first so that all levels above have updated valuable discussions. In other words, you and your peers must calibrate before your manager can effectively calibrate with

any guidance set by your Entity to support the roll-up and ensure that all leadership levels have adequate time to complete ation with the most accurate information.

employees who use the performance tool should have a year-end performance rating. sessions created for Entity Leaders and SBPs are limited to the Entity's Cadre population. s created by managers will include both Cadre and Non-Cadre (white collar only) employees in their scope. Managers can clude Cadre only. are considered Non-Cadre. actices for Non-Cadre may vary.

yees: If an employee terminates their employment with Syensqo, either voluntarily or involuntarily, after the year-end : created, they will be included in the calibration process and distribution of ratings. The manager should ensure that any rating d employee is fair and accurate and reflects the true nature of the individual's contribution during the appraisal year.

yees: Employees who participate in the Sales Incentive Plan (SIP) are included in the calibration process, and are subject to Practices (SCPs). A minimum 80% SCP score will be enforced for 2025 performance ratings 3-Successful and above. se exceptions during performance rating calibration sessions.

ive: If an employee is absent on leave for a portion of the year, their performance for time worked should be reflected in the idual will be included in the calibration process. Employees who were inactive for the entire performance year will not have ncluded in the calibration process.

w Line Manager, they should calibrate based on feedback from the previous line manager as possible.

uide - You will find step-by-step guidance to use and support the tool. **in Video** also available.

remember to **Click - Call - Connect!** When help is needed, managers can click the '?' in the upper right corner of the My HR iate on-screen help, visit **SyRa** to enter a ticket, or reach out to your SBP or Site HR Partner.

to delete a session by themselves. To delete a Calibration Session, you need to raise a ticket in **SyRa** and wait for the team proceed with the best course of action.

se the Performance tool in **My HR Services** to capture goals, summarize check-in conversations, and record snapshots.

erence guide to activities that are done in the Performance tool:

erformance tool is all cadre and all *white-collar* non-cadre employees;

As manager of blue-collar employee do NOT open any Check-In/Snapshot form!

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[Getting the tool check](#) [My HR Services User Guide](#).

Feedback

Manager

[How to Receive Feedback in My HR Services](#)

[Feedback Conversations](#)

Promoting self-awareness and learning toward growth. As a manager, you have an essential and active role to play.

Feel recognized for what they have achieved, and it makes them aware of their strengths. It is also an opportunity to identify any areas to improve the overall quality of work and adjust behavior.

Feedback, delivered in the present, which can positively influence future behaviors!

On a regular basis and recognize employees to help?"

Do you regularly ask for feedback yourself? Feedback should go two ways between manager and employee. A true feedback loop in all directions, including from employee to manager.

Review survey results at the team level to open the discussion on relevant topics.

Click Feedback > Choose whether you want to Request Feedback, View Feedback Requests or Give Feedback:

[Feedback](#)



[View Feedback Requests](#)



[Give Feedback](#)

Feedback (point out areas of strength and improvement), **Specific** (precise, actionable), **Timely** (as close to the event as possible), **Receptive** (likely to be receptive), and **Valuable** (input for the development).

Ensuring a feeling of safety in order to convey your support and respect. Discuss how what is to be discussed, how it will be discussed, and the purpose of the meeting. Focus on specific aspects of the employee's performance and behaviour. Start with positive feedback regarding their performance, particularly what is working well and what could be done differently.

As a manager

Provide information regarding the area that requires further improvement. At the meeting, share what you've gathered to support this feedback (clear examples, specific situations, detailed observations, customer feedback...) and provide an opportunity to respond.

Share your expectations and ask for input on the steps to be taken for improvement.

Ask "What can I do to help you?"

Request action and confirm the date and time of the next feedback session, if required.

Seek the employee's acceptance and conclude the meeting.

Performance?

Feedback

Manager

When an employee performs their duties below the required level that has been set and is expected of them. The following are some examples that would classify as underperformance:

Failure to meet standards or not performing their tasks at all (e.g. submitting a report with blatant errors or not submitting it at all).

Failure to follow work policies and procedures (e.g. repeatedly not logging their time properly); negatively impacts others in the workplace or team (e.g. showing up to meetings late, not communicating with their team if away, leaving them in a tough position).

Underperformance: A performance culture requires courageous conversations such as addressing underperformance. Misalignment in the team and results can bring tensions and frustrations from both sides. How can you, constructively and with authenticity, enable the team to perform and help the individual grow?

underperformance requires the Manager to understand its root causes. Use the following questions to explore the possibilities

underperformance **related to the job or to a behavioral issue?**

Did they receive the **proper training to succeed?** A leave of absence or other time off may have resulted in missed training or jobs that were not later made available to the employee. Additional training may be warranted to correct the oversight.

Are their **expectations and achievable deadlines?**

Is there a **personal issue** that may be affecting the employee's performance? Perhaps there is an underlying root cause associated with them in their job performance. Have they recently undergone a family bereavement or divorce?

Are they **troubling them in their professional life** – do they want a greater **challenge? Are they in the right job?**

Are they **typically a good employee** but showing a recent anomalous trend in poor performance?

Do they show **poor performance in a small number of areas**, but high performance in most other areas?

Underperformance doesn't always result in the employee's termination. The employee's Site HR Partner is your resource for guidance when determining the course of action, considering local legislation and other guidelines. In general, your HR Partner can support you best when you provide the employee's performance deficiencies, including dates, specific data or detailed explanations, and any previous guidance.

[Engagement Discussions?](#)

[Benefits of checking engagement?](#)

[Engagement discussions differ from Check-In...](#)

[Engagement & Morale](#)

[Engaging Talent](#)

[Emotional Aspects of Change](#)

[Uncertainty in the Workplace...](#)

[Continuity in Times of Uncertainty](#)

[Recognized...](#)

[Engagement: The Concept of "Engagement" ...](#)

[Ask your Employees...](#)

[How well did I do the following?](#)

"Employees about their morale and engagement is more important than ever." Engagement discussions can serve as an organic "temperature" of your employees : what excites them, what motivates them to stay, what could be better about their employee vision the next stage of their career within the evolving Syensqo organization.

Engagement discussions are an indispensable tool to retain your workforce by making employees feel appreciated and motivated. *They focus attention on what went wrong.* They can hold off an employee's decision to quit a job.

Signs of unhappiness, burnout, or under performance, engagement discussions can help you find out what is going on and what engagement discussions can also help you to keep on top of the needs of a happy employee.

Engagement discussions are conducted to understand the reasons why employees wish to continue working for the organization. It is all about their work, their needs, and the people that appeal to them and motivate them to stay on.

Engagement discussions are not the time to share status updates about "to-dos" and projects. They should be informal and should focus on how the individual feels about the work they do every day, the value of their contributions, and how they feel about their work. Listen carefully, and keep the focus on understanding what your employee needs.

During organizational change, we may face discomfort, questions, and fear from employees, with potential impacts on their engagement and productivity, lost productivity, frustration, lack of clarity, lost momentum, feeling disconnected, etc.

As a manager, managers play a critical role : supporting their teams - both individually and collectively - while ensuring *business continuity*. Engagement discussions are a trusted "communication channel."

Engagement discussions in the Pulse survey and here you will find guidance to support you as a manager, by providing a better understanding of:

Engagement in engaging talent

Impacts of change

Uncertainty in the workplace

Ensuring continuity in times of uncertainty

Engagement by listening to your employees.

Engagement in engaging talent.

Engagement: Who on my team has the talent, skills, and expertise that I want to keep?

How do I keep our talent engaged, and understand our role and impact as leaders on the retention of talent.

What is my role as a manager? My role is to *care and dare and coach* (provide resources, listen, coach etc.). Unleash the potential of the individual and help them seek their own resources.

It is important that managers give people the time and attention they need, otherwise the employees will turn to others who are more available. Be sure that YOU are the go-to person.

Business continuity: Continue to ensure excellent performance is *expected, recognized and delivered*.

How do I get "back to business" **until you address the emotional aspects of change** and its effect on you and people around you.

Engagement with employees about the organizational changes.

Remember that a *business transformation is a business decision*.

Engagement discussions: discuss many specifics; listen and care for their questions and concerns about their job and the business.

: identify where your colleagues' positions are in the change curve (see the Kübler-Ross curve on the next slide) in order to
riate actions at the right moment

: people affected by the changes and DARE to create a workplace culture that encourages employees to raise their hands and

ck for. Common signs of employee disengagement include a decline in work quality, negative behavior, employees who are
tributors become quiet, withdrawal from the team, failure to communicate.

:employees want and deserve access to you.

r many, everything has changed. Your employees deserve to experience a normal feeling of loss.

rk your employees how they are doing, and allow them to vent, complain, and tell you what they need and want. *It also means
r virtual team members by phone or video to listen actively.*

ccesses. Especially now, people are very sensitive to appreciation and gestures of gratitude. [Click here to find more
Recognition at Syensqo.](#)

ome you set and the language you use as a manager to help employees feel they have a safe space to receive the

rything you do know (**the good, the bad and the ugly**), and what you don't.

om tough news or developments.

ees to **ask questions and raise concerns.**

o**communicating** in order to demonstrate your interest and build rapport and trust.

ind, not for the sake of responding.

icipate in the change.

m spending time with colleagues who are constantly negative (a spiral effect).

:tion to keep individuals focused and active.

r **change tactics** to get you through uncertain and tough times.....without sacrificing safety, customer satisfaction or other
s

ching your actions and listening to what you say. **Model the new behaviors yourself.**

bt about the future or about what is the right thing to do. It's just like "piloting in the fog"!

xiety because people feel passive, considering...

river seat of the organisational design of the 2 companies

ility to the overall process

rk about the target org chart and our future roles...

f the separation of the two entities

ensuring business continuity, starting with an awareness of employees' concerns.

ifference between situations where I have influence.

ble for employees to experience one or more of the following emotions, which can affect their engagement, productivity,

ting at work
organization
orkload

s reframe an individual's concerns over uncertainty by identifying the things they can and cannot control. Here are resources
ense of control:

or **JobMaker** : a guided online tool to help you discover what makes you unique, reflect on your career accomplishments,
career in 3 minutes, and prepare for your next steps.

ut the areas that have been the focus of check-in and development discussions with your manager.

atalog of free training resources available in YOUNG by searching keywords like "influence" or "customers." What support

What do you need in order to continue your development?

When new roles are created and opportunities arise within the two new organizations, it is critical that your employee profile is up to date. This profile should be reflective of your job history and accomplishments, as well as your ambitions.

In times of change, our mental well-being can suffer from increasing stress and demands. Take advantage of [the well-being and workshops](#) that Syensqo has recently launched, as well as the [Employee Assistance Programs \(EAPs\)](#) that are available to all Syensqo employees. No matter what you're going through, remember that you can always [speak up](#), share your thoughts, and express your feelings.

Disengagement information may trigger individuals to disengage or even consider leaving (the team, the company, etc...). This is a normal phenomenon and is often considered as a lack of loyalty.

Exploring this possibility...

Are there ideas in people's heads that they are afraid they will be unable to do anything anyway, so why ask? Do they feel that they can't make room in their already busy schedules to have discussions with their people?

Ability to anticipate and address disengagement and resignation among your top talents. The concept of "engagement" is the foundation of each employee's commitment and should be considered a normal part of check-in discussions.

- ?
- What is your greatest challenge or roadblock?
- What are the energizing aspects of your work?
- How do you spend your work time?
- What do you want to accomplish in the near future?
- What talents do you have that we are not utilizing?
- How do we ensure you feel supported in your career goals?
- How do we ensure you feel recognized for your contributions?
- What recognition makes you feel valued?
- What part of your job, team, leadership, or the company do you wish you could change?
- What is your greatest (positively or negatively) success?
- Where are you based here?
- How do you spend your time away from work?
- How do we best assist you?
- How do we best keep you engaged?

This list is not exhaustive or prescriptive. You can choose several questions from this list to supplement your own.

Supporting the employee?
Employee at ease
Appropriate emotions

Supporting the employee?
Effective contact; effective non-verbal actions
Asking questions

Understanding the employee's situation?
Open-ended questions (*Why? What? How?*)
Suggestions or recommendations that were:
Relevant for the situation
Realistic chance to complete successfully

Communication with a clear plan of action for employee/myself/others?
Who will do what, and when
Time for follow-up or checking status

[Performance Culture Home Page](#)
[Management Discussions - Manager](#)
[Discussion deck](#)

Supporting Syensqo's Performance Culture
 Performance Ratings
 Activities in My HR Services as HR
 Supporting Managers

Performance Culture?
 HR?
 Performance-Related Activities

Performance is based on the principle of continuous, open dialogue between managers and employees. The continuous nature of the process allows for focus, agility, and flexibility to better meet changing business needs.

Use the Performance tool in **My HR Services** to capture goals, summarize check-in conversations, and record snapshots. This provides an opportunity to support managers and employees as they engage in a regular cadence of performance discussions. You can support employee performance and development via challenging, supportive, and transparent exchanges, and encourage employees to drive their performance.

Communicate with managers and employees about the importance of regular performance discussions. Connect with their employees in development conversations. Engage in performance-related activities during key performance activities, including the Year-End Performance Assessment and Calibration. [Click here to view the Performance and Calibration Playbook. It includes HR and Service Center roles and responsibilities for these critical](#)

Performance-related activities for employees and managers can be found below.

Key Links and Snapshots.

Assessment and Calibration

Year-End Assessment.
 Calibration.

Performance ratings are determined based on the expectations for the time in the role and the achievement of goals. They reflect both *what* the individual achieved (results) and *how* they achieved it (behaviors).

Only *Successful* ratings are not the default ratings for new or new-to-the-role employees. *Highly Successful* and *Exceptional Impact* ratings are *not* reserved for managers and leadership. All performance-eligible employees may receive these ratings. *Exceptional Impact* is validated at the GBU/Function Level.

Contribution Levels	Business Objectives	Behaviors
Exceptional Impact	The individual's contribution has been outstanding and had a clear, significant impact on building Syensqo's future and success.	The individual leads by example and is a role model for Syensqo's behaviors.
Highly Successful	The individual's contribution to Syensqo's success is obvious and they showed agility in achieving their objectives, even in a potentially challenging environment.	The individual consistently demonstrates and encourages others to act according to Syensqo's behaviors.
Successful	The individual successfully achieved all of their objectives.	The individual consistently demonstrates Syensqo's behaviors.
Partially Successful	The individual successfully achieved some of their objectives.	The individual does not consistently demonstrate Syensqo's behaviors.
Low	The individual did not reach the expected deliverables.	The individual's behaviors did not align with expectations.

Use the Performance tool in **My HR Services** to capture goals, summarize check-in conversations, and record snapshots.

reference guide to activities that are done in the Performance tool:

The Performance tool is all cadre and all *white-collar* non-cadre employees;

: As manager of blue-collar employee do NOT open any Check-In/Snapshot form!

is available in English and translates to all European languages, with plans to offer more local languages in the future;

Check-In/Snapshots are captured in the Performance tool and in one form;

you can open a Performance Report in order to have an overview of your scope;

Check-In forms are designed to capture *one check-in conversation* and should be closed when both parties have made their inputs. They would

reopen in form the next time they have a check-in conversation;

Managers and employees can both open as many Check-In/ Snapshot forms as they wish throughout the year.

Check-In forms will open automatically and feed the Calibration and Compensation processes;

Check-In forms are requested and provided flexibly via My HR Services;

Check-In forms allow their managers to find more information about the addition of the Sales Collaboration Practices (SCP) assessment to the performance assessment [here](#);

Getting the tool check [My HR Services User Guide](#).

[What is the Calibration Process?](#)

[How can I get help?](#)

The Calibration Process is a related process that helps ensure that individuals' contributions are rated in a fair and comparative fashion and differentiates performance across the organization. Calibration occurs as part of the year-end performance campaign.

Managers and employees who use the performance tool should have a year-end performance rating.

Calibration sessions created for Entity Leaders and SBPs are limited to the Entity's Cadre population.

Calibration sessions created by managers will include both Cadre and Non-Cadre (white collar only) employees in their scope. Managers can

select to include Cadre only.

Managers and employees are considered Non-Cadre.

Calibration practices for Non-Cadre may vary.

Keynotes: If an employee terminates their employment with Syensqo, either voluntarily or involuntarily, after the year-end

rating is created, they will be included in the calibration process and distribution of ratings. The manager should ensure that any rating

created for an employee is fair and accurate and reflects the true nature of the individual's contribution during the appraisal year.

Keynotes: Employees who participate in the Sales Incentive Plan (SIP) are included in the calibration process, and are subject to

the Sales Collaboration Practices (SCPs). A minimum 80% SCP score will be enforced for 2025 performance ratings 3-Successful and above.

There are no exceptions during performance rating calibration sessions.

Keynote: If an employee is absent on leave for a portion of the year, their performance for time worked should be reflected in the

rating. The individual will be included in the calibration process. Employees who were inactive for the entire performance year will not have a

rating and will not be included in the calibration process.

Managers with Line Manager, they should calibrate based on feedback from the previous line manager as possible.

[the Year-End Performance and Calibration Playbook](#). It includes HR and Service Center roles and responsibilities for managers and employees.

[User Guide and Principles](#) - You will find step-by-step guidance to use and support the tool, as well as key calibration principles for

managers and employees. Managers and employees should visit Service ONE to enter a ticket or call the Service Center if you need help.