# Performance Improvement Plan

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1: Inadequate Communication and Information Sharing

Tyler demonstrates a pattern of minimal and defensive communication that undermines his effectiveness as an equipment owner. Rather than proactively sharing information and taking ownership of his workstation, Tyler provides terse, dismissive responses that require others to extract information from him. This communication style creates unnecessary friction and prevents productive collaboration with colleagues.

Examples:

• During passdown meetings when discussing repeat fails, Tyler provides one-word answers or dismissive responses such as stating that an email was sent without offering substantive detail about the issues or follow-up plans.

• When asked about mid current issues at Tyler's workstation, the manager must extract information rather than receiving proactive updates about top fails and action plans.

• Tyler reacts defensively when challenged on technical details, questioning why additional information should be expected rather than engaging constructively with the inquiry.

2: Insufficient Technical Analysis and Methodology

Tyler's approach to problem-solving lacks the rigor and depth needed for effective root cause analysis. While Tyler can assemble an adequate problem statement with initial supporting data, the analysis jumps prematurely to potential solutions without methodically evaluating which root cause is most likely. This results in recommendations that appear cherry-picked rather than data-driven, undermining confidence in Tyler's technical judgment.

Examples:

• Tyler identifies that a problem exists and gathers initial data, but then immediately suggests multiple possible causes such as dose controller, profiler, or source issues without conducting analysis to determine which is most probable.

• Tyler's analysis for longdowns and repeat fails shows an attempt to follow good structure, but still contains cherry-picked conclusions rather than systematically supported recommendations.

• The methodology gap in Tyler's work prevents others from understanding how Tyler arrived at specific conclusions or recommendations.

3: Aggressive and Dismissive Behavior in Meetings

Tyler exhibits disruptive behavior in team meetings that prevents constructive dialogue and collaborative problem-solving. Rather than listening to colleagues' perspectives and engaging in balanced discussion, Tyler dominates conversations, cuts people off mid-sentence, and dismisses alternative viewpoints. This aggressive communication style damages relationships and undermines Tyler's ability to influence outcomes.

Examples:

• During the discussion about setting priorities with Amit, EEs, and supervisors, Tyler cut off people who were attempting to respond to Tyler's concerns and made accusations about what the shift does or doesn't do without full understanding of the situation.

• When the supervisor tried to articulate responses and share perspectives on Tyler's concerns, Tyler interrupted with dismissive statements and continued talking over the supervisor.

• Tyler struggles to engage in productive back-and-forth conversations about potential solutions, instead insisting that Tyler's answer is the correct approach without openness to other perspectives.

4: Failure to Proactively Build Relationships and Partnerships

Tyler does not take initiative to establish the working relationships necessary for success as a mid current owner. Rather than scheduling meetings with stakeholders, having face-to-face technical discussions, or building connections with technicians and shift teams, Tyler relies exclusively on email communication and expects others to facilitate collaboration on Tyler's behalf. This passive approach has resulted in Tyler's inability to gain influence and drive work forward.

Examples:

• Tyler has not set up meetings with Amit or other groups to discuss technical issues, requiring the manager or others to push for those meetings to happen despite being asked whether Tyler had scheduled them.

• Tyler has not gone to the fab floor to talk directly with technicians about tools or technical matters, missing opportunities to build working relationships.

• Tyler relies entirely on email for communicating about longdowns and repeat fails, sending analysis and considering the job done without following up with technical discussions or collaborative problem-solving sessions.

5: Lack of Self-Awareness Regarding Influence and Interpersonal Effectiveness

Tyler maintains a significant disconnect between self-perception and actual performance in building influence and working relationships. Despite demonstrating consistent difficulty gaining cooperation from multiple stakeholder groups, Tyler believes that influence skills are strong and attributes the lack of results to external factors such as being ostracized for ideas. This lack of self-awareness prevents Tyler from recognizing and addressing the behavioral changes needed to work effectively with the team.

Examples:

• Tyler believes that influence skills are amazing while simultaneously struggling to gain influence with vendors, shift teams, and other stakeholder groups across the board.

• Tyler attributes the inability to drive change to being previously ostracized for ideas rather than recognizing that the approach to presenting ideas lacks the constructive, data-driven framework that enables others to successfully drive change in the organization.

• When receiving feedback about performance concerns, Tyler suggested moving to a different module as a solution rather than acknowledging the need to address interpersonal and performance issues in the current role.

6: Resistance to Feedback and Accountability

Tyler responds to coaching and constructive feedback with defensiveness rather than receptivity to improvement. When provided with guidance on communication expectations, relationship-building strategies, or technical methodology, Tyler either dismisses the feedback as unreasonable or fails to implement the recommended changes. This resistance to development creates a pattern where performance issues persist despite repeated coaching conversations.

Examples:

• Tyler does not seem to believe in the value of the repeat fails process and has not adjusted approach despite coaching on what should happen during those discussions.

• When given feedback that Tyler should take ownership during mid current discussions and talk about top fails proactively, Tyler continues to provide minimal information that must be extracted.

• Despite receiving recommendations for specific strategies such as conducting one-on-one discussions and going to the fab to learn about pain points at the workstation, Tyler has not implemented these relationship-building approaches.

7: Weak Strategic Direction and Project Development

Tyler's work focuses heavily on reacting to immediate issues without developing and executing a strong strategic roadmap for improving the workstation. While tactical firefighting has its place, Tyler has not balanced daily problem-solving with the longer-term project work needed to address root causes and drive sustained improvements. The projects Tyler has assembled to support and advance the workstation are not sufficiently robust.

Examples:

• Tyler's current projects for supporting and driving the workstation forward are not terribly strong, with most effort going toward addressing daily fires rather than strategic initiatives.

• Tyler is wrapping up a good project on recipe pressure errors but needs to continue identifying and developing new strategic projects to improve the workstation.

• Tyler struggles to articulate clear priorities and what Tyler is working on during one-on-one meetings, making it difficult to assess progress on strategic work or identify where help might be needed.

8: Unclear Communication of Priorities and Work Status

Tyler does not effectively communicate what work is in progress, what the priorities are, or where assistance might be beneficial. During one-on-one meetings and other check-ins, Tyler does not proactively share status updates, priorities, or obstacles in a clear and organized manner. This lack of transparency makes it difficult for the manager to provide support and ensures alignment between Tyler's activities and team objectives.

Examples:

• Getting clarity from Tyler about what Tyler has going on and current priorities during one-on-one meetings has been very difficult.

• Tyler does not productively communicate priorities, what Tyler is working on, or where Tyler could use help from the manager or team.

• Tyler is not typically aware of tools and issues at the workstation when asked during passdown, suggesting inadequate tracking and prioritization of ongoing work.