

CLASSIFICATION

Operator
field guide

Jon Orozco, MBA, SHRM-SCP
THE FIRST OPERATOR
SYSTEMS ARCHITECT, THE HR OPERATOR™

THE HR OPERATOR™

SIGNAL STATUS



FREE OPERATOR SAMPLE • FIELD GUIDE 005 •
PERFORMANCE CONVERSATIONS

One framework from the field guide, given away. Run the performance-correction system before drift compounds into a termination you cannot defend.

TRANSMISSION ID

PERF
2026 • 005

SERIES
TACTICAL WORKFORCE
INFRASTRUCTURE

PUB CODE
HRO-PERF-2026-005

The Line is Open.

005
Sample

THE GOLDEN NUGGET • FREE EXCERPT

Run the correction **before the damage compounds.**

Most performance failures are not skill failures. They are system failures. The gap was visible in week two. Nobody had a sequence to run. The Performance Correction Operating System is five stages, in order, every time.

01**Detect**

Audit three signal classes monthly: delivery, engagement, behavior. Three or more signals triggers a coaching conversation inside seven days.

02**Clarify**

Write the expectation before the conversation. Behavior, frequency, measure, context, consequence. If you cannot write it in one sentence, the standard does not exist yet.

03**Coach**

Six moves in order: setup, open, describe, listen, guide, support. Reversing listen and guide is the single most common failure mode in manager training.

04**Document**

Write the record the same day. Dated, behavioral, both voices, agreed next step. Four sentences. The conversation without the record does not exist in the room where counsel is present.

05**Escalate**

Each step in the file before the next begins. Informal coaching first. Structured coaching second. Written warning third. Formal PIP fourth. Separation last, fully defensible, dignified either way.

THE STANDARD OPENING • USE THIS VERBATIM

"This is a coaching conversation. Your job is safe. I want to talk about three specific things from the last month and agree on a path forward. That is the entire meeting."

INSIDE THE FULL FIELD GUIDE

What the full **field guide** gives you.

The sample above is one sequence. Field Guide 005 is the complete performance-correction infrastructure: fifty-plus pages of frameworks, instruments, and scenarios built to be deployed, not read.

- The Performance Debt Model: principal is one 45-minute conversation now; compounded balance is a PIP, backfill at 1.5 to 2 times annual salary, and thin-record legal exposure
- The Expectation Design Model with weak-versus-defensible comparisons and the Architect's Rule for writing standards that hold under cross-examination
- The Morale Protection Formula: inconsistency times surprise times ambiguity, with the three moves that drive each term toward zero
- Five verbatim field scenarios: the drift spiral, the early intervention, the high performer with bad behavior, burnout misdiagnosed as performance, and the manager who was the problem
- Eight legal escalation triggers with the hard-pause protocol, plus the Calibration Meeting Architecture for standardizing enforcement across managers
- The Performance Correction Operating System on one page, print, laminate, carry: all five stages, the six pre-flight questions, defensible documentation rules, conversation killers, and the trust recovery arc

The full field guide, and the **29 others**.

Field Guide 005 is one volume of THE HR OPERATOR, the closed 30-volume core that runs the whole people function as one system. Get this guide, or get the series. The Line is Open.