

<u>Proactive</u> Management Cue Cards



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A+ Celebrate



	Insights	Actions
A+ Celebrate	This is an exceptional contributor in your organization who scores high in both competence and character. This is an exemplary performer and represents your top talent. Celebrate this team member (possible raise, promotion or special project).	 You and other leaders should reach out to this team member immediately and let them know they are valued. Share with them real-life examples of similarly skilled people and the career paths they took
	Without acting, your organization runs a high risk of losing this talent because this team member will attract attention from other organizations and recruiters.	within the organization. Your goal is to ensure the team member sees a clear pathway to success.
	Why is this important? Replacement cost of this team member is extremely high and would represent a major loss to the organization. Investing in your A+ team member has a significant advantage in team member engagement, company morale, productivity and profitability.	 Identify high visibility opportunities that put the team member in the sphere of influence of higher-ranking members of leadership in the organization.

A Appreciate



	Insights	Actions
A Appreciate	 This is a leading contributor in your organization who scores high in both competence and character. Appreciate this team member (possible raise, promotion or special project). Focused development of this team member is your priority as they are the leading talent of the organization. Why is this important? This team member gives you a large competitive advantage. Show them they are valued as they typically represent the top 15% of an organization's talent. 	 Seek the team member's input on key projects where appropriate. A Players want to feel like their input, perspective, and suggestions matter. They want to be heard. Identify 3 ways you can express your appreciation for them in a way that fits their personal preference and style. Do they like public recognition? Do they prefer a quiet, personal recognition? Do they thrive inside or outside of the spotlight? Take the time to understand your A Player's long-term goals. Do those goals align with future opportunities within the company?

A- Elevate



	Insights	Actions
A- Elevate	InsightsThis is a core contributor in your organization who scores high in both competence and character.This team member can be a leading contributor in the organization. They show the potential to become a future leader and your top talent.Why is this important?It's important to elevate this team member and reinforce the 	 Talented people rise to the level of the people they spend the most time with at work. Help them rise to the occasion by ensuring they're surrounded by other high-performers. Provide opportunities to expand skill set and knowledge to show the potential you see in them as a core contributor. Bottom line – always take time out of your day to celebrate and recognize members of your team. This is one of the most important aspects
		of your job as a leader.

B+ *Invigorate*



	Insights	Actions
B+ Invigorate	 This team member shows up every day ready to perform and is contributing on average above their peers. This team member consistently delivers and has good behavioral competencies. Emphasize ways in which they can increase initiative and independence. Invigorate this team member to become an Aplayer. Why is this important? This is a rising performer in your organization who is currently giving your organization an advantage over much of the competition. 	

B Motivate



	Insights	Actions
B Motivate	 This is the type of team member who shows up every day and delivers reliable performance and has adequate behavioral competencies. The question is, does this team member have the motivation and potential to contribute at a higher level? You as the manager should guide this team member to where they should focus on improvement. Motivate this team member to explore their potential. Why is this important? This is a steady performer in your organization who helps your organization maintain a competitive position in the marketplace. 	 Ask for their opinion on how to make something top rate or best in class. It's important you act on their suggestions. Otherwise, their suggestions are meaningless. Create a development plan that connects that individual's motivational preferences with the Performance, Attitude and Maintenance targets you set for them. Upon conclusion of a big project or deadline, ask them for feedback or suggestions on what can be done differently—individually or by the team—to really step it up.

B-*Educate*



	Insights	Actions
B- Educate	 This is an improvement performer typically in the lower 35% of an organization's talent. They are contributing below their peers but have the potential to improve. Provide coaching to educate this team member on areas of primary concern regarding overall performance and/or attitude. Why is this important? Typically, performance of day to day activities and/or attitude toward the team member's work is limiting their improvement potential. 	 Provide straightforward feedback. Closely follow their response to your feedback and their ability to act on it positively. Ask questions. Quality questions trigger quality conversations that lead to growth and enhanced productivity. "How can I/we better help you the next time?" "What was your big take away from that?" "What do you think about?" "Is there anything that you think we should do differently when it comes to?" Ensure clarity of expectations. This may be causing frustration towards their work and environment.

C+ Evaluate



	Insights	Actions
C+ Evaluate	This is a lagging performer typically in the lowest 15% of an organization's talent. This team member fills a role but gives you no competitive advantage.	 Provide simple, straight forward feedback. Closely follow their response to your feedback and their ability to act on it positively.
	Evaluate the team member's capacity for improvement. <u>Why is this important?</u> Properly educated on the correct steps to take and a development path to follow, a C+ Player can grow into a B- Player or even more and give your organization much more than merely someone filling a role.	 C+ Players need to be educated on what is expected from them. Provide them with specific guidance on what improvements need to be made and by when.

C Evaluate



	Insights	Actions
C Evaluate	 This is a lagging performer typically in the lowest 10% of an organization's talent and gives you no competitive advantage. This team member is filling a role until you can either help them improve or replace them. This team member requires careful evaluation to manage improvement. Why is this important? C Players frequently don't see themselves as average or ordinary. It's important for them to understand why you see them that way. 	 Consider developing a performance development plan for this team member. Make sure the team member contributes the bulk of this plan. Monitor their overall performance closely. Set expectations around Performance, Attitude and Maintenance related behaviors: It's crucial that your team member understands how and why you see them as a C. Avoid confrontational language. Frame the feedback using subjective language: "I see your performance "I n my opinion" "From my perspective"



C-Mitigate

	Insights	Actions
C- Mitigate	This is an underperforming member of your organization. This team member fills a role but gives you no competitive advantage. Why is this important? You have assessed this team member as one of the lowest contributors to your organization. You need to immediately mitigate the team member's under performance or face the decision of replacing them.	 Consider whether this team member is in the right role based on their skill set or motivation. This team member should be placed on a performance development plan and their overall performance closely monitored against the agreed upon plan. Set deadlines for improvement. If you have identified a C- Player with B potential, then you want to give that team member a realistic target date for improvement. Avoid unrealistic targets. These will only lead to frustration for you and the team member. Get buy-in from the team member on the target date.

RP Mitigate



	Insights	Actions
RP Mitigate	This team member is a potential liability for the organization, or the team member is currently in the wrong role. Their negative performance, attitude, and/or impact on your brand needs to be mitigated. Why is this important? This is an underperforming member of your organization whose performance provides a competitive disadvantage and will eventually diminish your organization's brand strength.	 It's time to make a long overdue decision. Consider how to move this underperforming team member up, over or out. Determine whether the team member is better suited for a different role within the organization. Engage with HR and/or Senior Leadership to explore all options for this team member before considering a termination decision.