

# <u>Proactive</u> Management Cue Cards



## ruvelop

#### A+ Celebrate



	Insights	Actions
A+ Celebrate	This is an <b>exceptional contributor</b> in your organization who scores high in both competence and character. This is an exemplary performer and represents your top talent. <b>Celebrate</b> this team member (possible raise, promotion or special project).	<ul> <li>You and other leaders should reach out to this team member immediately and let them know they are valued.</li> <li>Share with them real-life examples of similarly skilled people and the career paths they took</li> </ul>
	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.	<ul> <li>Identify high visibility opportunities that put the team member in the sphere of influence of higher-ranking members of leadership in the organization.</li> </ul>

## A Appreciate



	Insights	Actions
A Appreciate	<ul> <li>This is a <b>leading contributor</b> in your organization who scores high in both competence and character.</li> <li><b>Appreciate</b> 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.</li> <li><b>Why is this important?</b></li> <li>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.</li> </ul>	<ul> <li>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.</li> <li>Identify 3 ways you can express your appreciation for them in a way that fits their personal preference and style. <ul> <li>Do they like public recognition?</li> <li>Do they prefer a quiet, personal recognition?</li> <li>Do they thrive inside or outside of the spotlight?</li> </ul> </li> <li>Take the time to understand your A Player's long-term goals. Do those goals align with future opportunities within the company?</li> </ul>

#### 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 	<ul> <li>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.</li> <li>Provide opportunities to expand skill set and knowledge to show the potential you see in them as a core contributor.</li> <li>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</li> </ul>
		of your job as a leader.

## **B+** *Invigorate*



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

#### **B** Motivate



	Insights	Actions
B Motivate	<ul> <li>This is the type of team member who shows up every day and delivers reliable performance and has adequate behavioral competencies.</li> <li>The question is, does this team member have the motivation and potential to contribute at a higher level?</li> <li>You as the manager should guide this team member to where they should focus on improvement. Motivate this team member to explore their potential.</li> <li>Why is this important?</li> <li>This is a steady performer in your organization who helps your organization maintain a competitive position in the marketplace.</li> </ul>	<ul> <li>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.</li> <li>Create a development plan that connects that individual's motivational preferences with the Performance, Attitude and Maintenance targets you set for them.</li> <li>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.</li> </ul>

#### **B-***Educate*



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

#### C+ Evaluate



	Insights	Actions
C+ Evaluate	This is a <b>lagging performer</b> typically in the lowest 15% of an organization's talent. This team member fills a role but gives you no competitive advantage.	<ul> <li>Provide simple, straight forward feedback.</li> <li>Closely follow their response to your feedback and their ability to act on it positively.</li> </ul>
	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.	<ul> <li>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.</li> </ul>

#### C Evaluate



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



## C-Mitigate

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

## **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.	<ul> <li>It's time to make a long overdue decision. Consider how to move this underperforming team member up, over or out.</li> <li>Determine whether the team member is better suited for a different role within the organization.</li> <li>Engage with HR and/or Senior Leadership to explore all options for this team member before considering a termination decision.</li> </ul>