

VISTAGE

How Well Would Your Team Compete In a Business Olympics?





The Metiss Group™



Charlotte

Accelerate



2,500

leaders developed



10,000

direct reports impacted



500

organizations grown



Detroit

Select



12,000

candidates evaluated



2,000

successful hires



1,300

scorecards built



Bring out your cell phone

Use your browser to go to

pollev.com/metiss

How are you feeling?



We All Have Talent Challenges

Hiring

Outplace

Teamwork

Leadership

Develop

Culture

Restructure



Where To Start?

Great/Bad Employee Exercise



Great Employee



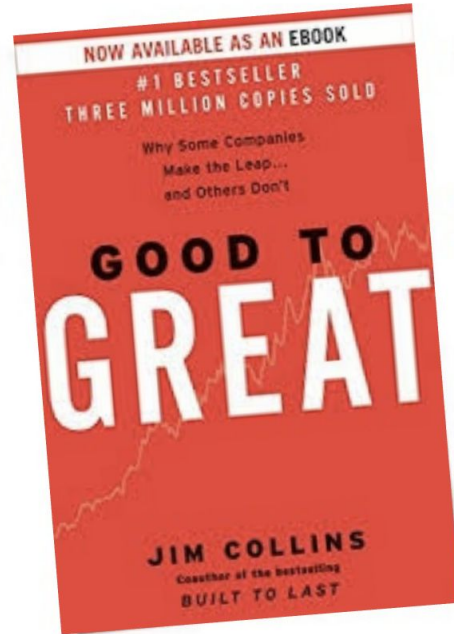
Bad Employee



Right
People?

Right
Seats?

The Right People in the Right Seats

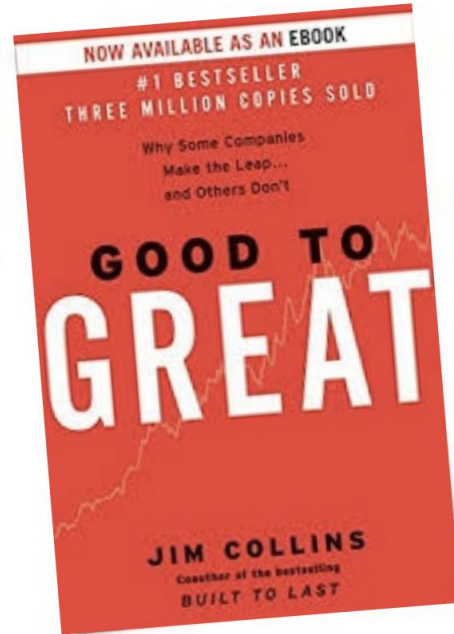


- Put the right people on the bus.
- Get the wrong people off the bus.
- Put the people in the right seats on the bus.
- The bus will take you where you want to go.

Right
People?

Right
Seats?

The Right People in the Right Seats



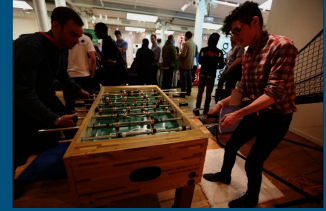
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Right
People?



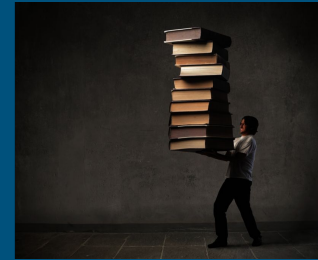
Culture Fit



Smart



Soft Skills



1) Who makes an organizational best fit?

Choose 5-8 adjectives to describe the **Right Person** in your organization. Write them in the lines provided.

Don't include metrics — focus on the characteristics. Are they innovative, dependable, a team player?

Reference your core values if they're available.



Right
Seats?



Measurables
In Place



Defined Role



Hard Skill
Qualified



2) What ways do/can you measure success?

List 5-8 ways you measure success. This will help determine if someone is in the **Right Seat**.

Think of the best person at your organization. What things make you think, "Wow, they are a superstar!"

Examples: sets and achieves goals; turns things in before deadline; exceeds KPIs



Step Two: Evaluate



First, write the name of up to 10 employees you'd like to evaluate.

Mark "Yes" or "No" in the **Right Person** and **Right Seat** columns if this person consistently demonstrates the characteristics you listed on the previous page. Go with your immediate gut reaction. **If there is hesitation, the answer is most likely No.**

Finally, mark the type:

- **Keeper:** Right Person, Right Seat
- **High Potential:** Right Person, Not Right Seat
- **Questionable:** Not Right Person, Right Seat
- **Opportunity:** Not Right Person, Not Right Seat

Employee Name	Is This the Right Person?	Are They in the Right Seat?	Type

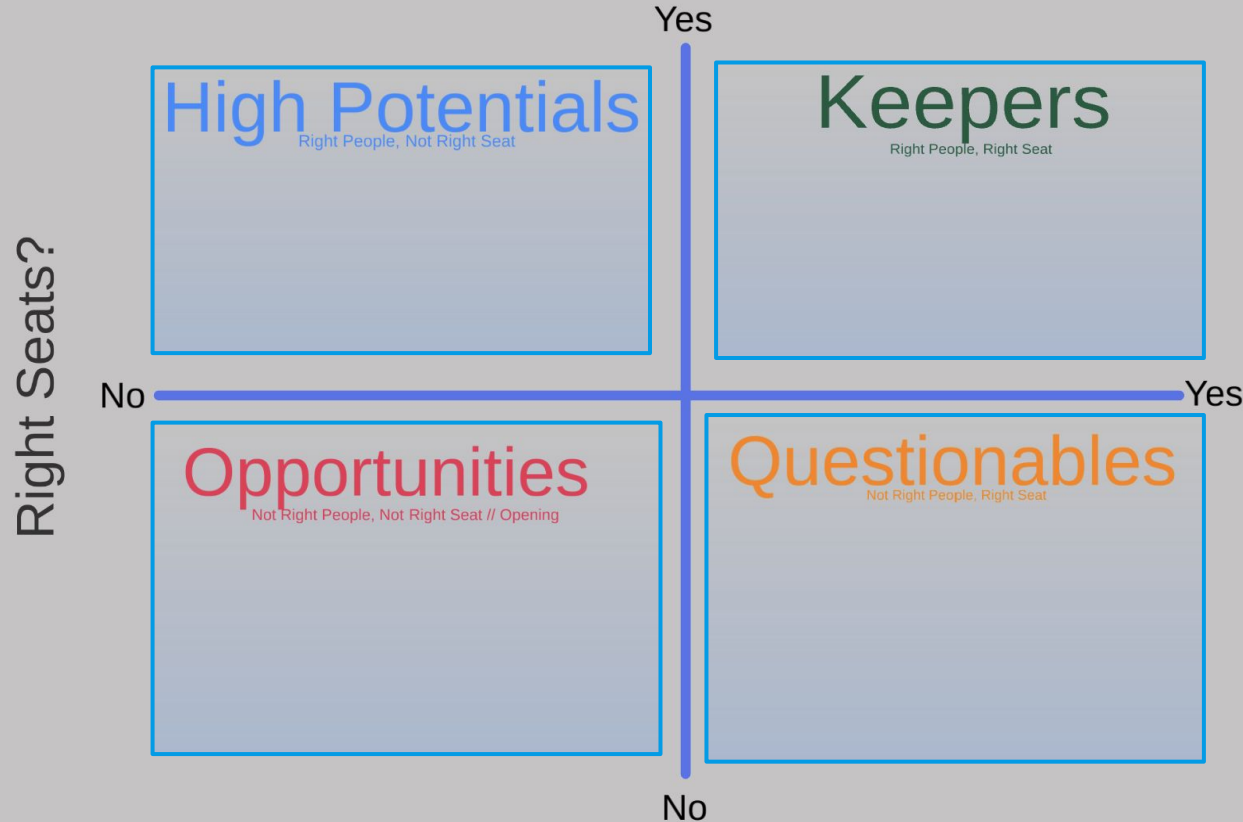
Step Three: Analyze

Using your evaluation on page 4, plot each employee under the appropriate header. Then look at the recommended solutions.

High Potentials Right Person, Wrong Seat	Keepers Right Person, Right Seat
<i>Solution: The Accountability System™</i> <ul style="list-style-type: none">• Create Job Scorecard• Establish Training Plan• Assign Mentor or Coach	<i>Solution: The Leadership Essentials Playbook™</i> <ul style="list-style-type: none">• Develop Keeper's Boss• Challenge Keeper, Keep Engaged• Prevent Keeper from Burnout
Opportunities Right Person, Wrong Seat	Questionables Wrong Person, Wrong Seat
<i>Solution: The Hiring Process Coach™</i> <ul style="list-style-type: none">• Define Role and Person• Get Stakeholder Buy-in through Collaboration• Make Great Hire	<i>Solution: The Emotional Intelligence Journey™</i> <ul style="list-style-type: none">• Decide: Keep or Let Go• If Keep, Identify Misalignment and Develop• Clarify and Reinforce Core Values

The Talent Analyzer Model

Right People?



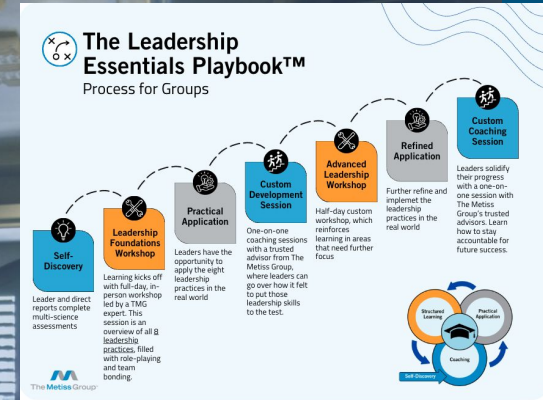
Keepers

Right People, Right Seat

Why Superstars Leave

1. Job not as expected
2. Job doesn't fit talents and interests
3. No hope for career growth
4. Little or no feedback/coaching
5. Feel devalued and unrecognized
6. Feel overworked and stressed out
7. Lack of trust or confidence in leaders



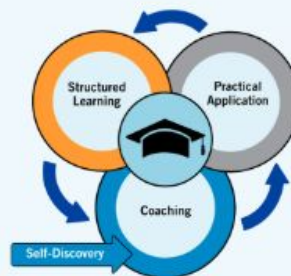
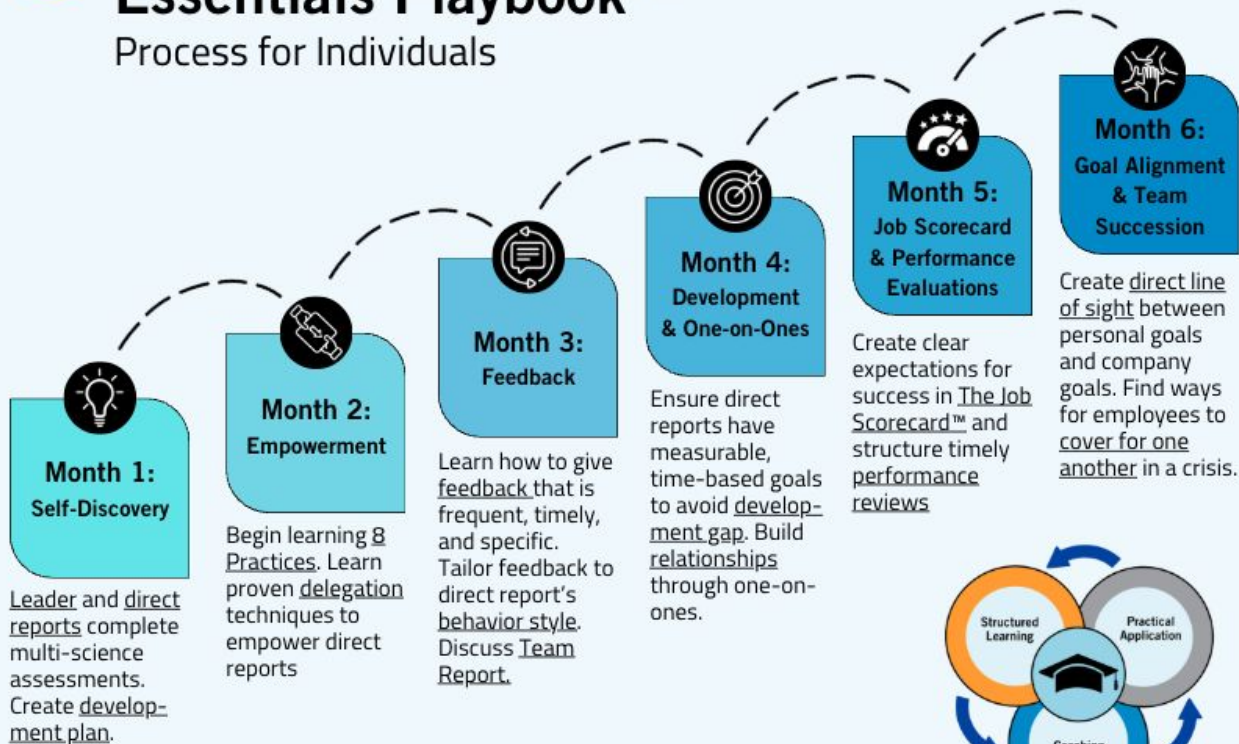


Leadership Development



The Leadership Essentials Playbook™

Process for Individuals



Keepers

Right People, Right Seat



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The Talent Analyzer Model

Right People?

Yes

High Potentials

Right People, Not Right Seat

Keepers

Right People, Right Seat

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No

Yes

Opportunities

Not Right People, Not Right Seat // Opening

Questionables

Not Right People, Right Seat

Right Seats?

No

Opportunities

Not Right People, Not Right Seat // Opening

Termination Tips

A person in a long coat is walking away from the camera down a dirt path towards a bright sunset. The path is flanked by trees and grass, and the sun is low on the horizon, creating a long shadow of the person.

Don't wait
Outplacement assist
Don't fight unemployment
Allow to leave with dignity

Selection Process

A young woman with brown hair, wearing a white t-shirt and a dark blue backpack, is smiling and waving her right hand. She is standing outdoors with a blurred background of trees and a building.

Define the job and person
Screen for core values
Assess all candidates
Match to the job

The Hiring Process Coach™

Define		Screen		Analyze		Accelerate	
Activity	Details	Activity	Details	Activity	Details	Activity	Details
<u>Leader Assessment</u>	<ul style="list-style-type: none"> Behavior & culture Leadership debrief 	<u>Source & Review</u>	<ul style="list-style-type: none"> Job posting language Post online COI email Review resumes 	<u>Assess Soft Skills</u>	<ul style="list-style-type: none"> Behaviors Culture fit Personal skills Critical thinking 	<u>Onboarding - Hiring Manager Debrief</u>	<ul style="list-style-type: none"> Leadership assessment Results debrief Leadership coaching
<u>Job Activities & Define Scorecard</u>	<ul style="list-style-type: none"> Reporting structure Accountabilities Priorities Time allocations Success factors 			<u>Compare</u>	<ul style="list-style-type: none"> Candidate match to Avatar Identify areas to probe Determine candidate direction 	<u>Onboarding - New Hire Debrief</u>	<ul style="list-style-type: none"> Profile debrief Compare to Avatar Individual coaching
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		<u>First Interview</u>	<ul style="list-style-type: none"> Ask behavior-based questions Probe work history Determine job fit 				

I finally realized, after working with The Metiss Group and following the selection process, that hiring really doesn't have to be a crap shoot.

– Ivan Brillhart, General Manager, Delaco Kasle Processing

The Power is in the Process - The Magic is in the Tools
A guaranteed approach to making the right hire





Opportunities

Not Right People, Not Right Seat // Opening

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The Talent Analyzer Model

Right People?

Yes

High Potentials

Right People, Not Right Seat

Keepers

Right People, Right Seat

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No

Yes

Opportunities

Not Right People, Not Right Seat // Opening



Questionables

Not Right People, Right Seat

No

Right Seats?

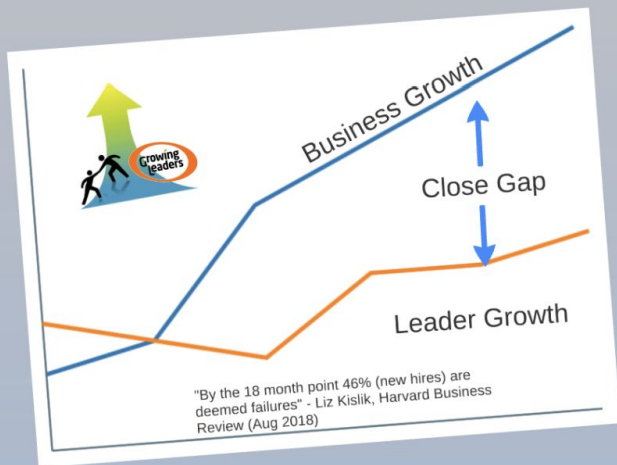
Scorecard

</



High Potentials

Right People, Not Right Seat



Scorecard

A screenshot of a performance scorecard titled 'Sample - Key Positions'. It features a table with columns for 'Key Position', 'Metric', 'Target', 'Actual', and 'Status'. The table is divided into sections for 'Business Objectives', 'Supporting Activities', and 'New Hire Company'. The 'Status' column uses color-coded indicators (green, yellow, red) to show performance levels.

One-on-Ones



Stretch

The Talent Analyzer Model

Right People?

Yes

High Potentials

Right People, Not Right Seat



Keepers

Right People, Right Seat

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Right Seats?

No

Yes

Opportunities

Not Right People, Not Right Seat // Opening



Questionables

Not Right People, Right Seat

No

Questionables

Not Right People, Right Seat

?

Move on



Isolate



Change



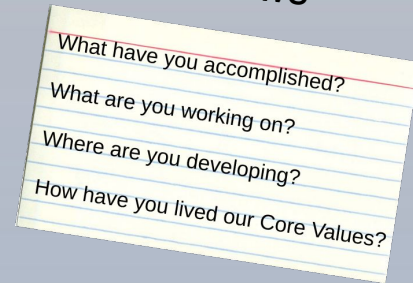
Culture Fit



Self-Awareness



Performance
Reviews



Culture Fit





Questionables

Not Right People, Right Seat



Culture Fit

Self-Awareness

Move on



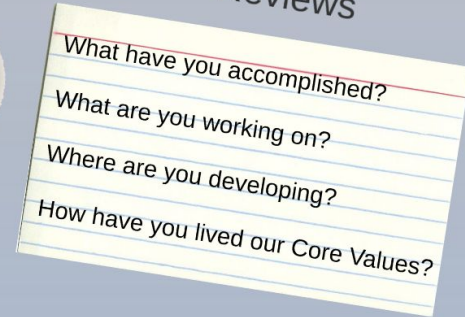
Isolate



Change



Performance
Reviews



The Talent Analyzer Model

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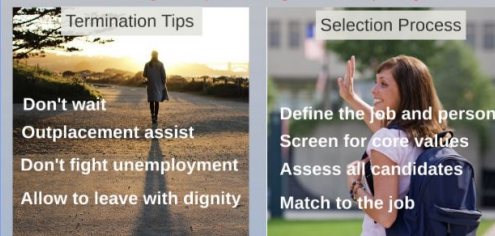


No

Yes

Opportunities

Not Right People, Not Right Seat // Opening



Questionables

Not Right People, Right Seat



No

Right Seats?

Now What?

#1

Keepers

- Grow leaders
- Empower stars
- Develop
- Feedback



#2

Opportunities

- Move on
- Hiring process
- Make key hires



#3

High-Potentials

- Set goals
- Scorecards
- One-on-Ones



#4

Questionables

- Change/Isolate/Move on
- Core values
- 360s
- Performance reviews



Session Evaluation, Stay Connected

pollev.com/metiss





The Metiss Group™

behavior experts at work

Cyndi Gave

cyndi@themetissgroup.com

(248) 522-2593 MI

(704) 837-0696 NC

@TheMetissGroup

Sign up For Monday 'Minder

www.themetissgroup.com



The Talent Analyzer™

Pinpoint What's Holding Your Team Back



Ask yourself: How well would your team compete in a Business Olympics?

Having a really good team is one thing, but to take them to the Olympics, they'd need to be firing on all cylinders.

Before going through The Talent Analyzer™, business owners like yourself tell us they really don't need it. Their team is already pretty great, they say.

But this workbook will force you to individually analyze each member of your team. The fact is, nobody's perfect.

So what can you do to help them get to exceptional performance?

This workbook will help you find that solution.

The Talent Analyzer™ forces you to ask tough questions:

- Do you have the right people in the right seats?
- Is your team driving results, or are they simply coasting along?
- Who is truly aligned with your culture and values?

So go through the following pages and assess your team. And when you're finished, [contact The Metiss Group](#) for next steps.

Happy Analyzing!

- Cyndi Gave, President and Visionary of The Metiss Group

Step One: Define

Before you can analyze your team members, you must first define the **unique characteristics** that would make someone a keeper in your organization.

1) Who makes an organizational best fit?

Choose 5-8 adjectives to describe the **Right Person** in your organization. Write them in the lines provided.

Don't include metrics — focus on the characteristics. Are they innovative, dependable, a team player?

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<h2>High Potentials</h2> <p>Right Person, Wrong Seat</p>	<h2>Keepers</h2> <p>Right Person, Right Seat</p>												
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So, What's Next?

Look for trends in your team. Are most people clumped in any particular quadrant?

Most leaders are surprised when they see people broken down this way. What's your reaction?

The key with any talent initiative: **try not to do everything all at once.**

All things equal, you should prioritize your action plan by the following quadrants in this order:

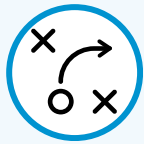
1. **Keepers:** Because you can't afford to lose them
2. **Opportunities:** Because the keepers will be overburdened if you don't fill these vacancies
3. **High Potentials:** Because we need more out of the good culture fits
4. **Questionables:** Sometimes a misunderstanding; otherwise it's an opportunity

By implementing these steps, we're confident your team would make the podium at a hypothetical Business Olympics.

Not sure how to start? Your next step is to
meet with a behavior expert from The Metiss
Group — we'll help you come up with a plan.

MEET YOUR ADVISOR





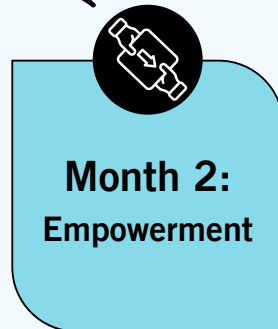
The Leadership Essentials Playbook™

Process for Individuals



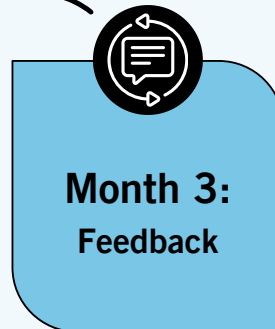
Month 1: Self-Discovery

Leader and direct reports complete multi-science assessments. Create development plan.



Month 2: Empowerment

Begin learning 8 Practices. Learn proven delegation techniques to empower direct reports



Month 3: Feedback

Learn how to give feedback that is frequent, timely, and specific. Tailor feedback to direct report's behavior style. Discuss Team Report.



Month 4: Development & One-on-Ones

Ensure direct reports have measurable, time-based goals to avoid development gap. Build relationships through one-on-ones.



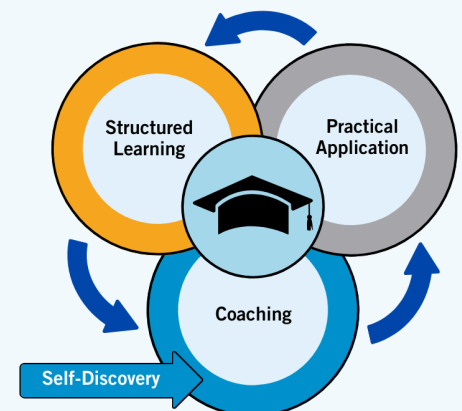
Month 5: Job Scorecard & Performance Evaluations

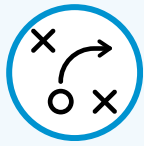
Create clear expectations for success in The Job Scorecard™ and structure timely performance reviews



Month 6: Goal Alignment & Team Succession

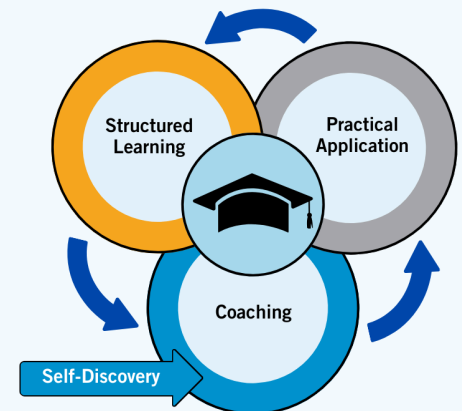
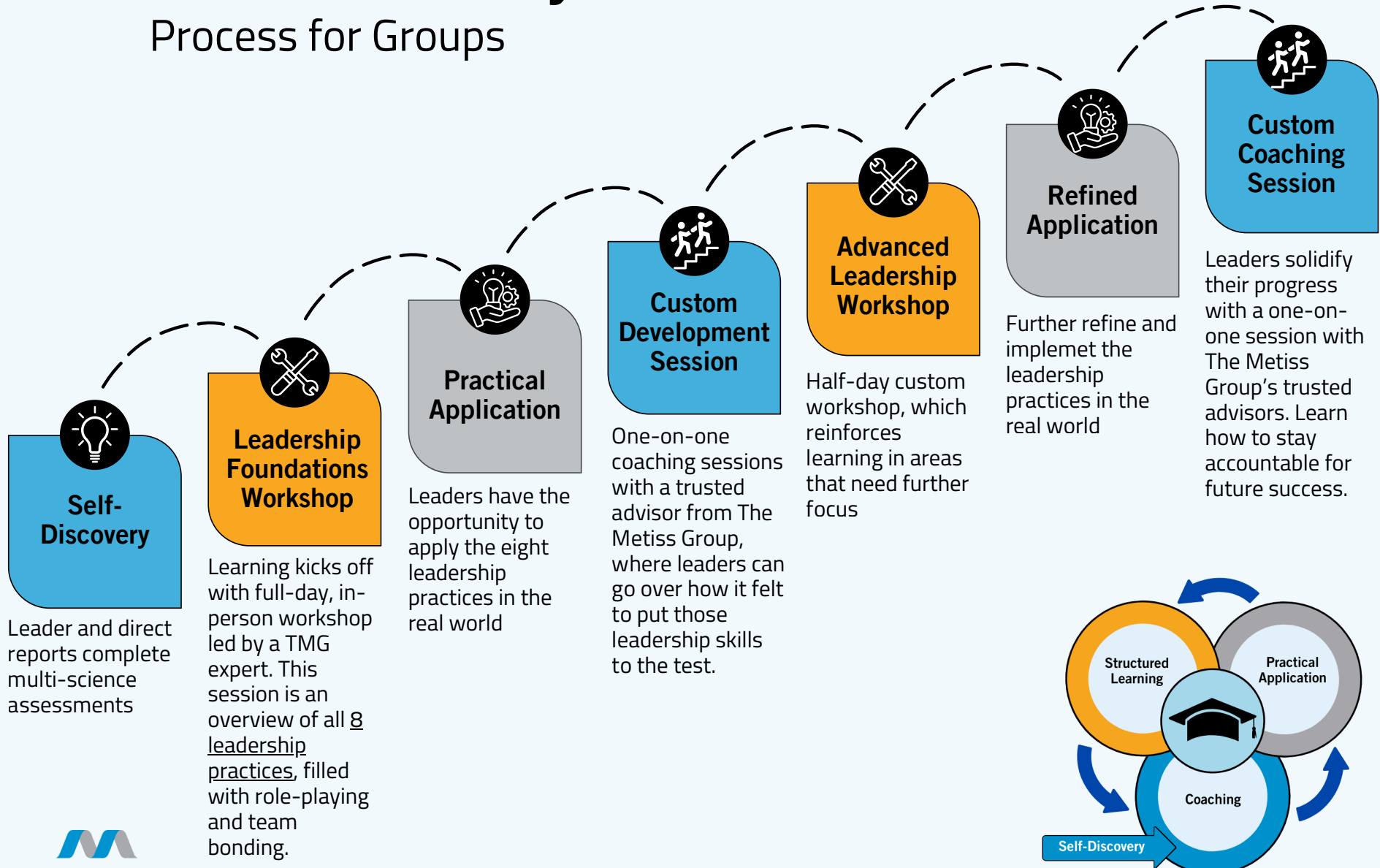
Create direct line of sight between personal goals and company goals. Find ways for employees to cover for one another in a crisis.





The Leadership Essentials Playbook™

Process for Groups



The Hiring Process Coach™



Activity	Details	Activity	Details	Activity	Details	Activity	Details
<u>Leader Assessment</u>	<ul style="list-style-type: none"> • Behavior & culture • Leadership debrief 	<u>Source & Review</u>	<ul style="list-style-type: none"> • Job posting language • Post online • COI email • Review resumes 	<u>Assess Soft Skills</u>	<ul style="list-style-type: none"> • Behaviors • Culture fit • Personal skills • Critical thinking 	<u>Onboarding - Hiring Manager Debrief</u>	<ul style="list-style-type: none"> • Leadership assessment • Results debrief • Leadership coaching
<u>Job Activities & Define Scorecard</u>	<ul style="list-style-type: none"> • Reporting structure • Accountabilities • Priorities • Time allocations • Success factors 	<u>Phone Screen</u>	<ul style="list-style-type: none"> • Confirm resume & job requirements • Discuss salary • Ask job-specific questions 	<u>Compare</u>	<ul style="list-style-type: none"> • Candidate match to Avatar • Identify areas to probe • Determine candidate direction 	<u>Onboarding - New Hire Debrief</u>	<ul style="list-style-type: none"> • Profile debrief • Compare to Avatar • Individual coaching
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<u>Clarify Requirements</u>	<ul style="list-style-type: none"> • Experience • Skills • Education • Salary 	<u>First Interview</u>	<ul style="list-style-type: none"> • Ask behavior-based questions • Probe work history • Determine job fit 	<u>Additional Interviews</u>	<ul style="list-style-type: none"> • Focused, behavior-based questions • Probe job fit gaps • Follow up on performance check insights 	<u>Advisor first quarter coaching</u>	<ul style="list-style-type: none"> • Review performance acceleration tracker with new hire and leader

I finally realized, after working with The Metiss Group and following the selection process, that hiring really doesn't have to be a crap shoot.

– Ivan Brillhart, General Manager, Delaco Kastle Processing

The Power is in the Process - The Magic is in the Tools
A guaranteed approach to making the right hire

Sample - Plant Controller



Accountability	Priority	Percent	Success Factors	On track?			
Analyses	1	30%		Yes	Inc	No	N/A
Report operational variances			Insightful and timely analyses were provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contribute insights and recommendations			Analyses drove positive actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare LE (forecasts) monthly							
Accounting Activities	2	40%					
Close books monthly			Books were closed as scheduled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare monthly division financials			Data and reports were timely and accurate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Synthesize department forecasts into annual budgets			Minimal variance in physical inventory was experienced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare capital requests			No avoidable surprises in physical inventory were experienced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan physical inventory			All variances were reconciled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identify and reconcile physical inventory			Positive cash projections were achieved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Set standard costs (labor, material)			Days of sale in A/R was improved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide information to corporate as needed			Tax returns were filed on time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			Differences between standard and actual costs were managed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team ABC Company	3	15%					
Collaborate with division department heads			Positive corporate feedback was received	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide counsel to Plant GM			Meetings were attended on time, prepared and engaged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Liaise with IT			Personal and professional development plans were defined and executed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leverage system for efficiencies			Continuous improvement activities were observed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participate in plant-wide hiring process			Positive GM feedback was received	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participate in regular GM staff meetings							
Participate in monthly plant review meetings							
Talent Management	4	5%					
Conduct performance reviews			No avoidable turnover of "A" players was experienced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participate in annual People Day			Performance reviews were timely and thorough	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentor and coach direct reports			Direct reports' development goals were in place and met	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			One-on-one meetings with direct reports were held regularly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversight	5	10%					
Oversee physical inventory			No surprises in year-end audit variances were experienced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee A/P and A/R			Appropriate action relative to auditor recommendations was taken	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee cycle counting			Positive auditor feedback was received	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee Receptionist			Transactions were processed in a timely, responsive manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee Accounting Generalist			Appropriate internal controls were in place and monitored	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>