

Retaining the Next Level Management Team

Purpose	To keep solid performers engaged with their work, growing and productive. To improve individual and overall company performance. To identify individuals to be replaced or re-assigned.
Prerequisites to Implementation	Use the information gathered from Develop the Next Level Management Team to seed performance plans.
Launch Performance Review Process	For the Employee: Identify specific behavior changes, some of which come from a separate Coaching & Development process, to be formally documented, tracked and evaluated on a regular basis by the direct supervisor. This should dove-tail with current performance management systems.
Two-way Process	For the Manager: Establish a two-way process where the employee is introduced to the process and identifies specific behavior changes s/he would like to see from the manager. This negotiated process maximizes buy-in to individual improvement and sets the example for effective management techniques.
Regular Meetings	Establish a regular meeting to discuss behavior changes. Note that this is separate and distinct from meetings to discuss project status or other tactical, technical factors.
On-going	As behavior changes are achieved from either party, they are removed from the document and new more challenging or developmentally significant behavior changes take their place.
See Attached Documents	Sample document attached Start-Stop-Continue.

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Assessing the Next Level Management Team

Purpose	The purpose of this Recommendation is to gather information about individuals on the next level management (NLM) team and the team as a whole to determine fit to the company culture, or the culture to which the company is moving, and to provide direction about how to manage, develop and communicate with the NLM team.
Prerequisites to Implementation	Provide contextual information about the anticipated role of each individual to be assessed and their perceived strengths and weaknesses. It is important to have assessed the Current Leadership Team to establish a baseline for the culture, management and communication style.
Introduce the Concept	Introduce the concept of assessments to the NLM team. Focus on the positives of defining the company culture, measuring fit to the culture and to be able to provide support and development to each individual on the team.
Conduct Assessment	Follow the process and procedures of the particular assessment system being employed to assure an actionable outcome.
Reporting and Recommendations	A report is produced that includes overall information about the NLM and recommendations plus an overall picture of the NLM and how it aligns with or is different from the Current Leadership team with recommendations as to how to proceed. The report should include similar information about individuals on the NLM with coaching and development recommendations.
Presentation	To maintain buy-in, the overall conclusions about the NLM team and current culture ought to be shared with all participants.

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