Fire Up! Your Employees

Chapter 8: Activate Owner Thinking – Customized Roles and Performance Expectations

Exercises: This chapter will review the Fire Up! Incite component of millennial management by using the Business Review worksheets, Employee Talents, Values and Interests worksheet, Job Sculpting worksheets and Performance Expectation worksheet. All of these worksheets are included in this PDF.

Step 1:
This activity will ask you to complete the Business Review for your team, department or organization. You will find the Business Review worksheets in this pack. Complete this activity before moving on.

Step 2:
Access the Employee Talents, Values, and Interests worksheet and the Job Sculpting worksheets included in this pack. Select one of your current employees. Be sure that you have an Employee Talents, Values, and Interests worksheet completed or updated for this employee. Next, update your Business Review. Now complete the Job Sculpting worksheets for this employee that looks to address business needs with the talents and skills of the employee. Brainstorm options with the employee if possible. Create one or two customized or sculpted job components. Complete this activity before moving on. We will use this information next to create performance expectations.

Step 3:
Using the employee you selected in the job sculpting exercise, review the employee’s standard job description and select one responsibility for which a performance expectation can be created. Complete the Performance Expectation worksheet. Then, select one of the sculpted additional responsibilities for the employee. Create a second Performance Expectation worksheet for the sculpted responsibility. Host this with an employee if possible. Complete this activity before moving on.

Creating an Action Plan is a critical component of implementing the Fire Up! Process. To access the Action Plan that has been created for Fire Up! Your Employees and Smoke Your Competition, click on the Action Plan link from the Beyond the Book page. You will add your action items from each chapter to this master Action Plan.

Add action items as necessary for each of the presented components of the “INCITE” portion of the Fire Up! Process.
Business Review (Strategic Update)

Completed by Manager

Company/Department/Division/Location ____________________________________________
Date of strategic update: ________________________________________________________
Completed by: _______________________________________________________________

Impact of economy, manpower, competition, pricing, funding or other factors on the business:
_______________________________________________________________________________
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Open areas or opportunities that will grow the business:
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Business Review (Strategic Update)

Incomplete important issues, events or activities that affect performance and results:

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

Summary:
List the five most critical events/issues/opportunities facing the business:

1. ___________________________________________________________________________

2. ___________________________________________________________________________

3. ___________________________________________________________________________

4. ___________________________________________________________________________

5. ___________________________________________________________________________

Talents, skills and resources within the organization to address business and strategic update: to be used for Job Sculpting, Performance Expectations and Career Development:

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
Employee name: ___________________________________________ Date: ______________
Department or location: _____________________________________ Manager: ______________

(Completed by employee)

Primary quadrant(s) and top four talents per Talent and Thinking Style Assessment™:

Circle primary quadrant: Chairman Professor Friend Emcee

1. __________________________________________________________
2. __________________________________________________________
3. __________________________________________________________
4. __________________________________________________________

Values (what is important in the workplace?):

________________________________________________________________________
________________________________________________________________________

Values (what is important in life?):

________________________________________________________________________
________________________________________________________________________

Favorite way of learning:

________________________________________________________________________

Interests (in the workplace in addition to current role):

________________________________________________________________________
________________________________________________________________________

Interests, hobbies (in life):

________________________________________________________________________
________________________________________________________________________

Favorite aspect of role (job): Least favorite aspect of role (job):

________________________________________________________________________
________________________________________________________________________
Job Sculpting Worksheet

Completed by Manager together with Employee

Employee: ____________________________ Date: ________________________________

Manager: ____________________________ Dept/Location: _______________________

Key job descriptions and performance impact areas:

1. ______________________________________________________________________
   ______________________________________________________________________

2. ______________________________________________________________________

3. ______________________________________________________________________

4. ______________________________________________________________________

5. ______________________________________________________________________

6. ______________________________________________________________________

Opportunities for job sculpting that match employee interests and talents, and business needs (circle selected areas):

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

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_________________________________________________________________________
Job Sculpting Worksheet

Areas for job sculpting that match employee interests and talents, and business needs (circle selected areas):

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________________________________________________________________________________________

________________________________________________________________________________________

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________________________________________________________________________________________

________________________________________________________________________________________

Employee Job Sculpting Action Plan

Additional responsibilities or activities and implementation plan:

1. __________________________________________________________________________________________

________________________________________________________________________________________

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2. __________________________________________________________________________________________

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________________________________________________________________________________________

________________________________________________________________________________________

3. __________________________________________________________________________________________

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4. __________________________________________________________________________________________

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### Performance Expectations Worksheet

*(Completed by Manager and Employee; complete one page for each specific performance expectation)*

<table>
<thead>
<tr>
<th>Employee: ___________________________</th>
<th>Role: ___________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager: ___________________________</td>
<td>Dept/Location: ____________________</td>
</tr>
</tbody>
</table>

# ________ Performance Expectation (completed by manager):

_______________________________________________________________________________

_______________________________________________________________________________

Financial expectation of this Performance Expectation (completed by manager):

_______________________________________________________________________________

_______________________________________________________________________________

Employee talents and skills that will drive this performance (completed by manager):

_______________________________________________________________________________

_______________________________________________________________________________

Action items for missing skills:

_______________________________________________________________________________

_______________________________________________________________________________

Employee ideas to achieve the performance expectations (completed by employee):

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

**Circle the idea to implement as the method(s) to achieve the performance expectation.**

How will this performance expectation be measured and managed?

_______________________________________________________________________________

_______________________________________________________________________________

How will the employee be encouraged and coached to achieve the performance expectation?

_______________________________________________________________________________

_______________________________________________________________________________
Performance Expectations Worksheet
(Completed by Manager and Employee; complete one page for each specific performance expectation)

Employee: ____________________________________  Role ______________________
Manager: __________________________________Dept/Location: ________________________

# ________ Performance Expectation (completed by manager):
_______________________________________________________________________________

_______________________________________________________________________________
Financial expectation of this Performance Expectation (completed by manager):
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

Employee talents and skills that will drive this performance (completed by manager):
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
Action items for missing skills:
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

Employee ideas to achieve the performance expectations (completed by employee):
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

Circle the idea to implement as the method(s) to achieve the performance expectation.

How will this performance expectation be measured and managed?
_______________________________________________________________________________
_______________________________________________________________________________

How will the employee be encouraged and coached to achieve the performance expectation?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________