



CRUXPOINT LEADERSHIP AND CONTRIBUTOR GRIDS

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Business leaders undertake major transformations of their companies for a host of reasons. In some cases the goal is purely aspirational, to become the very best or strongest in the industry. Sometimes the purpose is to succeed in a merger or acquisition. Many times senior leaders are forced by circumstances to radically change the company because it's seriously threatened or dying. In these cases, failure to adapt will result in a continuing loss of customers, destruction of jobs, weakening of the enterprise, decrease in shareholder value, and possibly being acquired or bankruptcy.

When leaders launch company transformations they face enormous challenges. One of the greatest challenges is to gain the understanding, alignment, and commitment of their people. Quick and effective action on this front is perhaps the single most important prerequisite for a successful turnaround in all types of companies. On the people front, task number one is to get senior leadership—including all executives, managers and supervisors—to think and behave as leaders of the change process. Task number two is to get alignment, focus, commitment, pace, and sustained effort from the entire work force.

The Cruxpoint Leadership and Contributor Grids offer a simple and quick way to sort the capabilities of your team. Using these grids to assess your people, you can establish a meaningful baseline for where your team is today. You can then begin building the team you need by engaging in crucial conversations with each person and by replacing team members that are unable or unwilling to effectively contribute to and support the needed changes.

Using the Grids:

The Cruxpoint Leadership Grid should be used to thumbnail assess executives and employees who have leadership responsibility in the company. This includes those with supervisory responsibilities as well as those without supervisory responsibility, but to whom you look to for leadership. This grid rates people on two dimensions: their ability to produce business results and their ability to drive change.

The Cruxpoint Contributor Grid should be used to thumbnail assess employees without supervisory or managerial responsibilities. This grid also rates people on two dimensions: their job performance and their support of the new direction or vision.

Each grid has two four-point dimensions and uses a scale of 1 to 4, with 1 being the lowest and 4 being the highest. Using the appropriate grid, begin by plotting the people who report directly to you by simply writing their names on the grid where they belong.

Rating Categories:

- **Green Box - “Stars”:** Rating of “4X4”. These people will most effectively contribute to and drive the change process.
- **Blue Boxes - “Performers”:** Rating of “3x4”, “3x3” or “4x3”. These people will be expected to step up into the Stars box.
- **Yellow Boxes - “Questionables”:** Rating of “2x3”, “2x4”, “4x2”, and “3x2”. As leaders, these may be people who did a good job running their units in the old culture, but seem unable to help with the larger transformation of the company. Conversely they might be strong cheerleaders of the change process, but don’t generate acceptable business results. Those without leadership responsibilities may be people who are really good at the functional aspects of their job, but who don’t support the direction the company is going in. Similarly they may be employees who strongly agree with and support the vision, but aren’t good at performing their job function. In any case, if they’re unable to adapt, perform and/or lead, it will be necessary—almost always—to bite the bullet and move them to other positions in the company or replace them.
- **Red Boxes - “Unlikelies”:** Rating of “1x1”, “1x2”, “2 x1” or ”2x2”. Some executives, managers and supervisors are simply unwilling, and refuse to buy in. Some are too bound up by relationships to demand change of their employees. Some are too comfortable and no longer have the fire-in-the-belly. Some go through the motions and create appearances, but aren’t real leaders. Others don’t have the requisite style or personality. Some employees are overly constrained by long-term habit and blinders or don’t have the raw ability to do a good job in the new paradigm. Some are simply unwilling to change. Still others are “deer in the headlights” and don’t know what to do or are far too slow or overly cautious. Regardless of the reasons, these people must change immediately—or be moved out of their positions or terminated from the company. In our experience 90% of them will not make the needed change.

Using The Results

Quick Look:

Having plotted the names of your people on the Grid(s), you now have a quick look at the strengths and limitations of your team, and the challenges you face. As quickly as possible you will move to create a team where everyone is rated at least 3 x 3, in the blue and green boxes. Great care, urgency, and attention should be paid to dealing with those people in the yellow and red boxes.

Senior Leadership:

In order for the transformation process to be successful it is critical that the executive team be

aligned with the changes that are being made. Managers, supervisors and employees look to senior leadership to demonstrate that the change initiatives are serious company commitments. Without leaders demonstrating commitment, it will be impossible for the change effort to move forward. As CEO it's important to be quick and clear-headed in your assessment of the executive team. If an executive is not a good fit for your organization, does not support the transformation process or is not capable of leading the organization as needed, you should move him or her out as quickly as possible. Successful change will not take place without the right executive team in place.

Supervisors and Managers:

It is equally important to have a team of supervisors and managers that can lead and support the transformation process. Once the CEO has completed the executive team assessment, senior leaders should cascade the assessment process through the rest of the organization. Each supervisor or manager should be plotted on the grid. Their manager should explain why they were rated as they were and what is needed from them going forward. Conversations should include an explanation of why and how the company is changing and the importance of their leadership and contribution to the change process. Following the appropriate human resources and legal procedures, a plan should be created that outlines what they need to do and how quickly these changes need to be made. If they are unable or unwilling to provide the leadership needed they should be replaced in their positions or terminated from the company.

Employees:

At the employee level, it should be made clear that regardless of how things have been in the past, the vision, direction and standards at the company have changed and employees will be measured by the new standards. Expectations and concrete measures should be set with each employee on what they need to do going forward. Following the appropriate human resources and legal procedures, a plan should be created with each person that gives them specific examples of what they need to do to improve and how quickly these changes need to be made. If, after the defined period of time, improvement has not been made, these people in the yellow and red areas should be replaced with people that will better support the organization and its change efforts.

Building the Team You Need:

At the end of this process you will have completed a simple assessment of all the people in the company, made a plan for improving performance, and moved people out of the organization as needed. You will have built the team you need to carry the business forward and successfully implement the transformation process.

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4 Exceptional Business Results	UNLIKELIES	QUESTIONABLES	PERFORMERS	STARS
	UNLIKELIES	QUESTIONABLES	PERFORMERS	PERFORMERS
3 Unacceptable Business Results	UNLIKELIES	UNLIKELIES	QUESTIONABLES	QUESTIONABLES
	UNLIKELIES	UNLIKELIES	UNLIKELIES	UNLIKELIES
	1	2	3	4
	Resists, Ignores, or Misfits The New Vision	Drives Vision and Change		

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