

The Team Snapshot

Do you actually know where your team stands?

Place each person based on what you observe right now — not last year's appraisal.

<p>TOP LEFT</p> <p>High Engagement / Lower Performance</p> <p>YOUR MOVE: Before your next 1:1, name one unclear expectation or skill gap you can support. Frame it as a plan, not a criticism.</p> <p>Team members here:</p> <hr/> <hr/>	<p>TOP RIGHT</p> <p>High Engagement / High Performance</p> <p>YOUR MOVE: Tell them explicitly that you see their contribution. Once a month, ask what they need from you. Five minutes — your cheapest retention tool.</p> <p>Team members here:</p> <hr/> <hr/>
<p>BOTTOM LEFT</p> <p>Low Engagement / Low Performance</p> <p>YOUR MOVE: Get curious before you get frustrated. Ask: does this person know exactly what is expected? If the answer is no, that is where you start.</p> <p>Team members here:</p> <hr/> <hr/>	<p>BOTTOM RIGHT</p> <p>Low Engagement / High Performance</p> <p>YOUR MOVE: Book a conversation this week — not about their work, about them. Ask what is working and what is not. Then listen without defending.</p> <p>Team members here:</p> <hr/> <hr/>

THREE REFLECTION QUESTIONS

- 1 Am I surprised by where anyone landed?**
Surprise is information — you have been assuming rather than observing.
- 2 Where am I spending most of my management time?**
If it is all bottom-left, your top-right is running on autopilot.
- 3 Is there someone I found difficult to place honestly?**
That person almost always needs your attention most.