

BE GREAT  
@WORK



Manager Playbook



## Introduction

At CSC, we are committed to building a winning culture. This means team members are engaged, feel valued and empowered to contribute and build a career. In other words, we want everyone to be great at work!

The Be Great @ Work program is built on a mindset and way of leading that inspires people to be great at work through **engagement, achievement, and growth**. As a manager, you are the main connection your team member has to CSC. This means you are directly responsible for over 70% of the team member experience. By following the Be Great @ Work approach you will engage team members and help them achieve their goals and grow their skills and career

Use this guide to understand what the Be Great @ Work program is and how to fully support your teams' success.

There are four key actions to the *Be Great @ Work* approach.

- **Set Great Goals** by April 30 (annually) with each team member
- Meet with your team member once per month to have **WIN (What I Need) Sessions**
- Connect with your team members once per quarter to have **Grow Conversations** to support their development
- Reflect on achievement and growth in May of each year by completing a **Retrospective** with your team members

### Set Great Goals

**Objective:** Set two to four goals to help the team member focus and achieve success.

**Timing:** Approximately 15-30 minutes before the end of April.

Set Great  
Goals

**Best Practices:**

- Step 1: Schedule a Goal Setting meeting and ask the team member to prepare.
  - To prepare, ask each team member to consider 1-2 focus areas or items they want to work on in the coming year.
  - You will also provide 2-3 goals to the team member that directly support your goals and the goals of the team/organization.
    - Check the [Goal Library](#) for suggestions and consult with your direct leader to ensure goals are cascaded correctly.
  - Recommend that they view the [Set Great Goals](#) online module to learn how to set great goals. ([https://begreat.cscsw.com/SetGoals\\_TM/SetGoals\\_TM.html](https://begreat.cscsw.com/SetGoals_TM/SetGoals_TM.html))
  - As a manager you should view the [Set Great Goals](#) online learning module for managers. ([https://begreat.cscsw.com/SetGoals\\_Mgr/SetGoals\\_Mgr.html](https://begreat.cscsw.com/SetGoals_Mgr/SetGoals_Mgr.html))
- Step 2: Meet with your team member
  - Ask the team member to share their goals and why they are important to them, the team and CSC.
  - Provide feedback and modify goals together (use the SMART criteria from the *Set Great Goals* module)
- Step 3: Document the goals on the Be Great @ Work Team Member Guide (page 5) Plan to meet regularly with the team member to check in on progress toward goals.

## WIN Sessions

**Objective:** Meet with team members consistently to discuss what they need to succeed.

**Timing:** At least 15-30 minutes once per month from May through March.

WIN  
Sessions

### Best Practices:

When setting up the WIN session with your team member

- Ask the team member to prepare their thoughts about how the last month has gone
- Use these questions to connect.
  - How is **work** and your **well-being**? For example, “work has been great! I feel productive and feel part of a team.” Or “Work has been tough, and I feel a bit overwhelmed.”
  - How are your work **relationships** and **results**? For example, “I feel very supported and like I am achieving my goals.” Or, “I feel like I am on an island and I am struggling to hit my goals.”
  - Describe your progress against your goals that you set in April.
  - Offer a [simple tool they can use](https://begreat.cscsw.com/Win/Win.html) (https://begreat.cscsw.com/Win/Win.html) to prepare for the conversation.

Use the three Rs to facilitate the WIN session: Relate – Review – Recognize

- **Relate**
  - Ask the questions above and listen! Balance the need to “problem solve” with the need to “hear”.
- **Review**
  - Ask the questions:
    - “**Are you winning**” What happened over the last 30 days that made you say “yes” or “no”?
      - Play off the team members response.
        - If they are winning ask them to share, “How so?”
        - If they are not winning, ask them to tell you more about why they feel that way. Let the team member speak and just listen.
      - “**What else do you need**” If they ask for help provide it, otherwise listen, and ask again what else, until they say that’s it or they are struggling for a response.
      - “**Did you get what you needed**”. Does the team member feel like they have everything they to continue to progress against their goals.
    - The role of a manager here is to support the team member as he/she brainstorms solutions to any challenges they’re having – it isn’t for you to solve the problems for the team member.
- **Recognize**
  - **Reflect** on what you heard and summarize the discussion back to the team member. “Here is what I heard...”
  - **Acknowledge** results and effort. Ex: “Tim, you have made great progress since we last talked.....”
  - **Review** actions & support. For our next check-in, you hope to have accomplished X...and I will connect you with on Y and Z – is that your understanding too?...”
- Close
  - Thank the team member for their time.
  - Before you end the session, set up a time for the next WIN session, ensure the next session date/time will work for them. Ex: “Tim, before we end, let’s set up our next WIN session. Are you available July 21<sup>st</sup> at this same time”?



**Objective:** Talk with your team members about their career goals and how they want to grow. These are different than WIN sessions because the conversation isn't necessarily related to the goals set at the beginning of the year, but more around their professional/career goals.

**Timing:** Spend approximately 30-45 minutes once per quarter (June, September, December, March)

**Best Practices:**

- Step 1: Schedule your first conversation in June
  - Ask the team member to consider these questions in advance of the first conversation (GAPS):
    - **Goals:** What's important to you and what do you want to achieve?
    - **Abilities:** What do you see as your strengths and development needs?
    - **Perceptions:** What feedback have you received from others about your strengths and development needs?
    - **Success factors:** What are the 4 or 5 key accountabilities of your role?
- Step 2: Meet with your team member.
  - Ask the questions above in step 1. Listen closely, reflecting what you hear and asking probing questions to get a full understanding of their perspective.
  - Provide your thoughts about their strengths and development needs *after* they share their thoughts.
  - Use the conversation to focus on 1 or 2 development objectives. Consider this example for a field service technician:

<p><b>My Goals</b> (<i>what's important and what do you want</i>)</p> <ul style="list-style-type: none"> <li>• Be the best service tech in my branch</li> <li>• Serve my customers</li> <li>• Help my branch team win</li> <li>• Provide for my family</li> </ul>	<p><b>My Abilities</b> (<i>strengths and development needs</i>)</p> <ul style="list-style-type: none"> <li>• Strength: Installing CSC technology</li> <li>• Strength: Diagnosing machines</li> <li>• Development need: Interacting with customers</li> <li>• Development need: Managing my parts inventory</li> </ul>
<p><b>Perceptions</b> (<i>others' thoughts about your strengths and development needs</i>)</p> <ul style="list-style-type: none"> <li>• Strength: Technical knowledge</li> <li>• Strength: Teamwork</li> <li>• Development need: Customer service</li> <li>• Development need: High parts usage and expense</li> <li>• Development need: Using CSC systems</li> </ul>	<p><b>Success Factors</b> (<i>what are the 4-5 key responsibilities for the role</i>)</p> <ul style="list-style-type: none"> <li>• Operating safely</li> <li>• Completing service calls</li> <li>• Interacting with customers</li> <li>• Managing van and inventory</li> </ul>

*Based on the answers in this example, the development objective might be to "Improve customer interactions and actively manage inventory more effectively."*

- Step 3: After defining objectives create a development plan (see pages 6 & 7)
- Step 4: Complete the Grow section of the Be Great @ Work Team Member Guide (page 5)

**Objective:** Summarize the team member's results and achievements for the year.

**Timing:** At least 30-45 minutes at the end of the fiscal year.

**Best Practices:**



- Step 1: Schedule the meeting and ask for the team member to prepare for conversation. Use these ideas to prepare for a meaningful conversation.
  - Ask yourself, “was I great at work this year?”
  - Review your progress against your goals and evaluate your performance.
  - Think about your progress against developmental objectives.
  - Write down your thoughts and summarize any support you need to be successful. Provide the prep tool on page 8.
  
- Step 2: Prepare yourself for the conversation using the Be Great @ Work Manager's Guide on page 9
  
- Step 3: Have a conversation with your team member
  - Ask the team member to share the thoughts they prepared. Ask questions and reflect to show you are listening!
  - Provide your feedback and talk about ways to continuously improve.
  - Share your performance rating (see pages 10 & 11) and the resulting merit increase.
  - Thank your team member for their time.

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Forms and Tools

## Team Member Guide

Use this form to have engaging conversations with your manager that support achievement and growth.

### Set Great Goals

What is most important to you and what does being “great at work” mean to you?

Set great goals that stretch you to achieve meaningful outcomes for you and company. [Check the Goal Library for example goals.](#)

List up to four specific goals	Why is it important?	How will you measure results?

- Review each goal to ensure each is specific, measurable, attainable, relevant and time bound.
- Ask yourself, “if I achieve these goals would it have been a great year?”
- How do these goals relate to what “being great at work” means to you?

Use this [online tool](#) to learn more about setting great goals.

### Win Sessions

Schedule up to 30 minutes each month to discuss “**What I Need**” to win. Use the outline below to guide your discussions.

*Suggested Outline for W.I.N sessions:*

- Discuss overall **work** and your **well-being**?
- Talk about your work **relationships** and **results**?
- **What else** do you need to achieve and grow?

Use this [online tool](#) for a richer experience

## Grow Conversations

Schedule 30-60 minutes in the third month of each quarter (June, September, December, March) to discuss where you'd like to grow and develop.

What is your development objective?

What will you commit to do?

How will get support and track progress?



## GROW – Development Plan SAMPLE

Prioritize one skill	
<p><b><i>Pinpoint a strength to leverage or area to improve:</i></b></p> <p>I would like to feel more comfortable talking with properties and handling difficult conversations.</p>	
Act often	
What will I commit to do?	Target Date
<ul style="list-style-type: none"> <li>Talk to my manager and other techs for strategies they use that work for them</li> </ul>	Each quarter end
<ul style="list-style-type: none"> <li>Read one development article each quarter on communication or conflict management and interpersonal skills</li> </ul>	Each quarter
<ul style="list-style-type: none"> <li>Take a course in the Learning Management System to improve my communication skills</li> </ul>	By year end
Evaluate your progress	
<p><b><i>What progress have you made?</i></b></p> <ul style="list-style-type: none"> <li>I have talked with two fellow technicians and also with the service manager for tips.</li> <li>I have also read a Communicating In Conflict Article</li> </ul>	<p><b><i>How else can you get feedback?</i></b></p> <ul style="list-style-type: none"> <li>Have my manager shadow me on difficult customer service visits for tips on how to improve my communication.</li> </ul>



## GROW – Development Plan Template

Use this template to build a meaningful development plan for your team members.

Prioritize one skill	
<i>Define 1 or 2 development objectives:</i>	
Act often	
What will I commit to do?	Target Date
•	
•	
•	
Evaluate your progress	
<i>How will I evaluate progress?</i>	<i>How else can you get feedback?</i>
•	•

# Preparing for the Be Great @ Work Retrospective

Use this document to help you plan for meaningful year-end conversations.

## Preparing for the discussion

Use this simple tool to reflect on your individual performance for the prior fiscal year. Use this to help create a dialogue between you and your manager during your discussion.



- Review your progress on your goals and evaluate your performance.
- Write down your thoughts and summarize any support you need to be successful.

Recap the Year – Your Goals	Strengths/Opportunities	Key Takeaways/Lessons Learned
What went well for you this year? What could have gone better?	Describe your strengths and opportunities for growth	What helped you be successful this year? What obstacles did you encounter?

Brainstorm Goals for Next Year

Use this form to have a Be Great @ Work retrospective after the fiscal year closes. You need at least 45 minutes for a meaningful dialogue.

**Engage – What did you learn about what drives this team member?**

**Achieve – Give feedback on progress and areas of continued improvement.**

Goals (set in April)	Results	How did they perform?
		Above target, On Target, or Below Target
		Above target, On Target, or Below Target
		Above target, On Target, or Below Target
		Above target, On Target, or Below Target

What are 2-3 summary compliments you would like to give about performance?

What are 2-3 summary suggestions you would like to give about performance?

What themes are consistent with previous WIN sessions with this team member?



**Grow – Summarize Development Progress**

Describe how you saw the person grow against their development objective over the course of the year. (Define a new development objective if appropriate.)

1. Ask the person about their own perception of their developmental progress.
2. Share *your view of their views* – where you agree or disagree with their personal assessment.
3. Add additional perspective and suggestions for growth.

Summarize Overall Performance      Above Target       On Target       Below Target

Provide Compensation Statement and share merit increase

## The Be Great @ Work Retrospective

There are several factors that will influence the performance rating *for the previous fiscal year*. As a manager, you need to use your discretion to evaluate performance on both dimensions of results and behavior (see next page). Use the tool below to guide your decision.

Behavior

<p><b>Above Target</b></p> <p>All six CSC behaviors were exhibited at a high level on a regular basis; skilled in four or more areas; may be considered a role model in one or more</p>	<p>People that demonstrate <b>above target</b> behaviors, but <b>below target</b> results should not receive an 'above target' overall rating.</p>	<p>When <b>results</b> and <b>behaviors</b> are <b>above target</b> the overall rating should be <b>above target</b>.</p> <p>Tip: As a benchmark, the green boxes should represent about 15% of your team</p>	
<p><b>On Target</b></p> <p>Most CSC behaviors were exhibited on a regular basis; skilled in one or more areas while needing moderate levels of development in one or two areas</p>	<p>Tip: As a benchmark, the yellow boxes should represent about 10% of your team</p>	<p>When <b>results</b> and <b>behaviors</b> are <b>on target</b> the overall rating should be <b>on target</b>.</p> <p>Tip: As a benchmark, the white boxes should represent about 70% of your team</p>	
<p><b>Below Target</b></p> <p>Most CSC behaviors were not exhibited on a regular basis; unskilled in four or more areas; may be considered 'at risk' because of multiple behaviors</p>	<p>When <b>results</b> and <b>behaviors</b> are <b>below target</b> the overall rating should be <b>below target</b>.</p> <p>Tip: As a benchmark, this should represent about 5% of your team</p>	<p>People that demonstrate <b>above target</b> results, but <b>below target</b> behaviors should not receive an 'above target' rating</p>	
	<b>Below Target</b>	<b>On Target</b>	<b>Above Target</b>

Goal achievement, quality of work and key performance indicators were consistently below target for the prior fiscal year.

Goal achievement, quality of work and key performance indicators were consistently on target for the prior fiscal year.

Goal achievement, quality of work and key performance indicators were consistently above target for the prior fiscal year.

### Results

## The Be Great @ Work Retrospective

The definitions below describe 'on target' performance for each of the behaviors. If you do not see the behaviors, or see them demonstrated poorly this would suggest 'below target' performance. If you see the behaviors demonstrated repeatedly in a skilled way, this suggests above target performance.

### Safety Awareness

Puts safety of self and team members first; identifies and improves all conditions that could affect others' safety; uphold all safety standards.

### Customer Focus

Places a high priority on the internal or external customers (clients or consumers) when making decisions and taking action; Engage the customer and implement service practices that meet the customers' and CSC's needs.

### Integrity, Trust and Respect

Establishes effective relationships with customers and team members; interacts with others in a way that promotes openness and trust and instills confidence

### Drives Engagement

Demonstrates confidence and a positive attitude in all situations; provides an uplifting perspective when faced with challenge or opportunity; creates energy and "Fun" to build a positive, engaging culture.

### Teamwork and Collaboration

Puts Team first; communicates effectively; Works cooperatively with others to help a team or work group achieve its goals

### Follows Through on Commitments

Sets high standards of performance for self and others; assumes responsibility and accountability for successfully completing assignments or tasks; self-imposes standards of excellence rather than having standards imposed.

## Conclusion

Thanks for reviewing the contents of this playbook. By *Setting Great Goals*, having monthly **WIN** sessions, conducting quarterly **GROW** conversations, and summarizing achievements in an annual *Be Great @ Work Retrospective*, you will improve the team member experience and help your team to be great at work!