

BE GREAT
@WORK



Team Member 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 you to be great at work!

The BeGreat @ 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 team member, you can expect your manager to engage you and help you achieve your goals and grow your skills and career.

Use this guide to understand what the Be Great @ Work program is and how to fully participate. You own your career and development, and we want to help you be great at work!

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

- **Set Great Goals** in April of each year with your manager, or within your first month at CSC.
- Meet with your manager once per month to have **Win Sessions**
- Connect with your manager once per quarter to have **Grow Conversations** to support your development
- Reflect on achievement and growth in March of each year by completing a **Retrospective** with your manager

Set Great Goals

Objective: Set two to four goals to help you focus and achieve success in your role.

Timing: Approximately 15-30 minutes before the end of April to define your goals.

Set Great
Goals

Best Practices:

- Step 1: Think about what being great at work means to you.
- Step 2: Draft one to two goals you want to work on to prepare for the conversation with your manager. Consider what needs to happen in the year for you to be successful and to help the company be successful. [Check the Goal Library for examples](#)
 - Your goals should be:
 - Specific and measurable so you and your manager can be clear on what winning looks like.
 - Attainable and relevant to your role.
 - Time bound by milestones and dates.
 - Note: Be careful to set goals that go beyond basic responsibilities in the role (for example, arrive at work on time each day, stay safe, work with others)
 - Your manager will also have some goals for you that have ‘cascaded’ down from his/her goals. It’s key to have alignment with goals across a team in order to be successful.
- Step 3: After drafting your goals, ask yourself, “if I achieve these goals will it be a great year?”
- Step 4: Meet with your manager
 - Share your goals. Describe why they are important to you, your team and CSC.
 - Listen to your manager’s feedback and their goal suggestions. Finalize goals together.
- Step 5: Document your goals on the Be Great @ Work Team Member Guide (page 4)

Preparing for WIN Sessions

Objective: Meet with your manager frequently to get what you need to succeed.

Timing: Approximately 15-30 minutes once per month from May through March.

Win
Sessions

Best Practices:

- Step 1: Prepare your thoughts
 - 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 you 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.”
 - Be ready to describe your progress against your goals that you set in April.
- Step 2: Meet with your manager and share your thoughts
 - Prepare for the WIN sessions using [this tool](https://begreat.cscsw.com/Win/Win.html) if you find it helpful: <https://begreat.cscsw.com/Win/Win.html>

GROW Conversations

Objective: Talk with your manager about your career goals and how you want to grow.

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

Grow
Conversations

Best Practices:

- Step 1: Define 1 – 2 development objectives with your manager. Use these questions to prepare:
 - 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 things that need to happen in your role for it to be a success?
 - Consider this example:

<p style="text-align: center;">My Goals</p> <ul style="list-style-type: none">• Be the best service tech in my branch• Serve my customers• Help my branch team win	<p style="text-align: center;">My Abilities</p> <ul style="list-style-type: none">• Strength: Installing CSC technology• Strength: Diagnosing machines• Development need: Interacting with customers• Development need: Managing my parts inventory
<p style="text-align: center;">Perceptions of Others</p> <ul style="list-style-type: none">• Strength: Technical knowledge• Strength: Teamwork• Development need: Customer service• Development need: High parts usage and expense• Development need: Using CSC systems	<p style="text-align: center;">Success Factors for My Role</p> <ul style="list-style-type: none">• Operating safely• Completing service calls• Interacting with customers• Managing van and inventory

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

- Step 2: Your manager will ask you the questions above. Get feedback from them and then align on one or two objectives.
- Step 3: Create a development plan (see page 5)
- Step 3: Complete the GROW section of the Be Great @ Work Team Member Guide (page 4)

The Be Great @ Work Retrospective

Objective: Review your results and achievements for the year.

Timing: Approximately 30-45 minutes in March



Best Practices:

- Step 1: Prepare for 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.
- Step 2: Have a conversation with your manager
 - Share the thoughts you prepared.
 - Listen to your manager’s feedback.
 - Talk about ways to continuously improve.
 - Thank your manager for their time.

Conclusion:

We believe having a continuous dialogue with your manager will help you stay engaged and achieve your goals. Review the tools on the following pages to be great at work!

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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 examples.](#)

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

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