

Culture Catalyst Worksheet

Part 1: The Toxic High Performer TAX

Let's calculate the costs related to retaining a Toxic High Performer (THP) in your organization.

How many hours per week are spent working with the THP?

1. Estimate the group total, including internal/external meetings they're involved with. Err on the + side for dealing with aftermath of the THP (time to reset, get focused).

Let the total hours be X _____

2. Of those working in/around THP, what's the AVERAGE hourly wage?

Let this be Y _____

3. Multiply X times Y. This is the money you spend on employees dealing with THP (plus benefits, burdens, etc.). _____

- a. If you want to be more specific, add 20% to that total to cover your burdens, benefits (increase/decrease the percentage based on your actual percentage)

_____ (Adjusted THP cost)

Productivity Impact: What's the financial impact on the Work Product of others when dealing with THP?

4. How much money are these **affected** employees responsible for producing/managing (think about the revenue number you attach to each employee – i.e. \$500k per employee).

- a. Multiply that number by 0.20 = _____

This is the amount of money you're LOSING in productivity (you can also calculate this on a per person basis if there's a range of responsibility – then total it).

MANAGERIAL Impact: What's the impact on the manager responsible for this THP

5. For each THP, your manager gets drawn into their FALLOUT. i.e. Damage control with other employees, departments, etc.

- a. Manager's hourly rate _____ = X

- b. Hours spent per week handling Fallout _____ = Y

- c. X times Y = _____ (What Managerial cost you have dealing with aftermath of THP). *NOTE – There's a cost to lost production for the Manager too. i.e. 8 hours lost productivity * X = _____

How much energy does that manager have left or how much less effective are they to help the rest of the team? Where is the Manager on the burnout spectrum? What happens if said manager leaves? Cost to replace them is 1.5 x their salary – PLUS the fallout on the rest of the team.

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Part 2: Turning No into Yes

Trying to get people to consider possibilities? Here's your opportunity.

Consider a recent scenario where YOU or one of your managers had a firm NO response to a request. Briefly describe. **WHY was the answer No?** (i.e. Pocket Veto, Time, Budget, Pride, No Reason given). If you're not sure, put your best guess below:

What WOULD end-result look like if the answer was "yes?" Describe the future outcome? (ie. excited clients, high efficiency, etc.)

Under what circumstances (requirements) COULD this be a YES? Make a list of those considerations? (i.e. if the price was below \$x; if the hours investment was only Y; teamwork product doesn't decline, etc.). *Don't think perfect, think **Minimum Viable Solution**.

For the person **SAYING NO**, what's **THEIR** ultimate goal/objective? (think WIIFT)

For the person **ASKING**, What's **THEIR** motivation to make it happen? (WIIFT)

What elements would either side be willing to sacrifice or contribute toward a solution (the YES)? (What's on the table for negotiation - **don't be difficult**). *Remember - you're both on the same side - similar company goals for success of the whole.

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Part 3: The Leadership Audit

How should you rate people leaders' effectiveness & success? Based on what?

Select 3-4 (*related to a developing leader you're thinking about*) that you want to use for this exercise and put them below.

List how you want to measure their current state and future position. Create specific break points. i.e. X # of occurrences per week vs. & # of occurrences in a month, % of responses given, timeliness, etc.

Do you have a resource to help manager(s) with these top few gaps?

(Yes, No, Some not all, Other): _____

How soon can you help them begin to improve?

___ Within 1 week

___ Within 2 weeks

___ Within 1 month

___ Within 3 months

___ Unsure (is this REALLY a priority?)

___ Don't know - other obstacles at play – who do you need to enlist for help: _____

___ Other:

YOUR deadline date based on timeline above: _____

Comments on thoughts related to above:

Once you've addressed and have positive traction on the 1st couple of gaps, what are the next gaps to address and/or does someone else become the priority? Whom? By When? For What?