Bill’s Post

Reflecting on the differentiation strategies, Welch and Bock describe managing the people at the bottom was unusual as they are opposite from each other. Welch says to eliminate the bottom 10%, and Bock explains it is best to coach, teach, train, and invest in the bottom 5% (1,2). No one can argue that both GE and Google are successful companies.

I have not identified any talent management approach for the bottom portion of my organization. Nor have I recognized how they manage a C player. There may be an explanation for this. My organization is not that large. We make a considerable investment upfront to ensure we hire the best, so we don't have to eliminate anyone, hopefully. Our organization individual seeks talent and invites to join our team. We then put them through a battery of tests, assessment, and screening before we consider them to continue with the hiring process. They are then required to attend an assessment and training course before they are offered a position on our team. They all also have to attain a high-security clearance.

However, we do have some support team members who do not go through this entire assessment process before joining and may turn out to be a C player. After conducting the assignment on player positioning, this was evident. I am faced with this exact situation at work and have to decide on how to manage this employee. I can see value in both of the approaches Welch and Bock describes and believe it depends on your organization, the urgency of change, and how it affects the culture.

In my case, there is no time to coach, train, and invest in this employee. Our organization moves too fast, and our competency or lack thereof will cost people their lives. I will have the tough conversation and invite him to leave the organization and love him on the way out.

If I were in a different organization with not such a critical life-saving mission, I would consider utilizing the other approach as long as I had the resources to do so.

Thanks, Bill

1. Laszlo Bock. 2015. Work Rules: Insights from inside Google that will transform how you live and lead.
2. Jack and Susie Welch. 2005. Winning

Juanita’s Post

Every organization wants a winning team, this carries, but team building starts at the top.

As much as many managers would love for this to happen organically, it takes a lot of work to get individuals at various levels with divergent personalities and skill set all operating as a cohesive whole. According to Jack Welch, “By telling people and employees where they stand and don’t wait twenty-five year late bring them surprises”.

At my current job DHL, we receive yearly evaluations these standard evacuations do let you know where you stand behavior wises and in our performance. Here is the current order when an evaluation is done.

* Attendance
* Performance
* Behavior
* Goal Setting
* Employee Recognition
* Self-Evaluation
* Employee Feedback
* Documentation of Employee Progress

If an employee is struggling in productivity, attendance, and performance an early meeting are required before an employee’s yearly evaluation. According to Jack Welch, “A good first step is to conduct an honest appraisal of your existing talent to determine what your current team members can and can't do, in comparison to the competencies that are now required”. The goal of DHL is to get these employee’s to above standard levels and some employees talents are in the wrong places. DHL allows employees to do desk rides in other depts. or areas of the organization. This gives employees an opportunity to see other interest or a later career change and knowing ahead what that dept. entails. I feel there are ways to hit these employees performances ahead of time, don’t wait until yearly evaluation, or downsizing meet within a quarterly the basis will turn employees goal setting and organization strategies goals.

Jack Welch. Expert of Practice Videos. Week 6.