



Leadership Essentials



**Evaluating
Your Team And
Eliminating
Bad Apples**

PARTICIPANT GUIDE



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Participant Guide

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Objective: This lesson is designed to help leaders identify the impact of bad apples and maintain a productive and successful team.

Identifying Bad Apples



“Bad apples are not concerned with the well-being of the team. They care only about themselves and break the social contract that binds any successful team.” ~ Ian Mathews

Challenge: Think of a team you have been on that had one or more of these types of bad apples: Deadbeat, Downer, Jerk. Answer the following questions:

How did this individual(s) impact the team?

How did the leader react to the bad apple? Did they act quickly enough? Why or why not?

“Destructive behavior from even one individual can fundamentally alter the behaviors of the entire group.”

~Ian Mathews

Challenge: Now think of your team and answer the following questions:

Identify members of your team that fit a description of one or more of the bad apple definitions? If so, how?

What negative impact is their behavior having on the team?

Two Criteria for Defining Top Talent

To build a team with the right mix of talent, you must learn to objectively measure each member of your team.

Condition 1: Non-Negotiable Behaviors

*"Cultures are built on the collective behaviors of the people working for the organization."
~Ian Mathews*

Challenge: How does your company define top talent? Think about your current team and answer the following questions:

Create a list of 7-10 behaviors based on these questions: What are your expected non-negotiable behaviors? How do you expect your team to act when you're not around? What behaviors are critical to the makeup and culture you want to build?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Condition 2: Consistently Delivers Results

When you hire an employee, you have an expected return in mind. This return should be measurable and objective.



Mario Mendoza

The Mendoza line is a metaphor for the performance level a team will accept before any cultural advantage is outpaced by poor performance.

Taking Action and Next Steps

"The path to staying on top comes through consistent evaluation and improvement of your team."

~Ian Mathews

Challenge: If your team has a bad apple, you have a responsibility to take action as a leader. First, ask yourself the following questions:

Is your bad apple putting any of your best people at risk of leaving the company?

Why are you procrastinating on an obvious decision with someone who is not performing?

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How might you be sabotaging the culture you want to build by accepting negative behavior from a top performer?

How can you help the good cultural fits on your team who are struggling to translate good behaviors into performance?

Evaluating Your Team – Worksheet Activity

Utilize the “Culture vs. Performance Team Evaluation Tool” to stack rank each person on your team. Write out your thoughts, giving an honest evaluation of each team member.

Actively Leading Top Performers

Top performers are the easiest cohort to forget about. They require much less oversight and energy from management. For this reason, managers often neglect their best people.

Challenge: What are you doing to elevate and retain your best teammates? Ask yourself the following questions:

Who are your top performers and what puts them in this category?

What do they know how about your opinion relating to their performance?

Are they paid above market or compensated in other ways?

How can you give them more of what they want?

Remember:

