

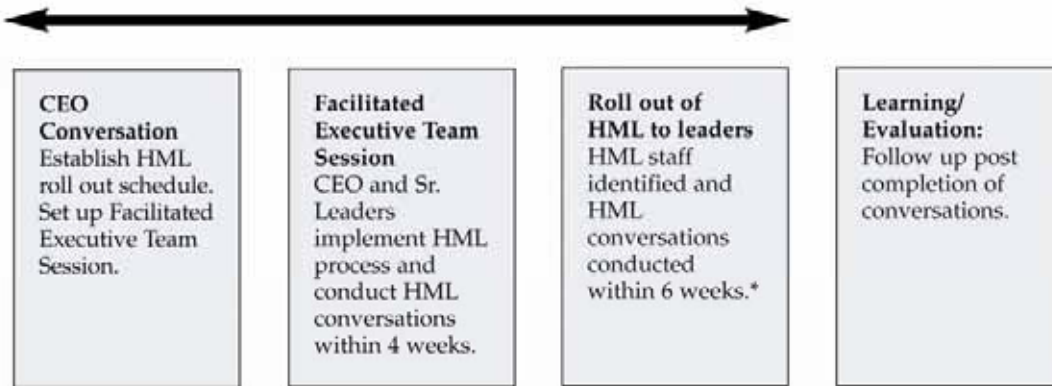
# HighMiddleLow<sup>SM</sup> Performer Conversations

## Facilitator Tool 4: Implementing High Middle Low with the Senior Leader Team

Successful implementation of the High Medium Low Performer process in an organization begins with the senior leader team as discussed. The following outlines a process and facilitated method to use with senior teams.

### A. Timeline

120 Days



\* Depends on size of organization

### B. CEO Conversation

During this meeting, the on-site facilitator provides the CEO, Initiative Champion, and Senior HR leader with education about High, Middle and Low Performers. Implementing the High Middle Low process and coaching on the reasons why the High Middle Low process must begin at the senior level. Key points to make during this meeting are:

- Agreement on implementing the High Middle Low process in the organization
- Communicate the benefits of implementing the High Middle Low process
- Identify High Middle Low implementation timeline for the organization
- Establish Facilitated Executive Team Session Date
- Provide references and reading material
  - *Hardwiring Excellence* pp. 122 – 129
  - Section 1 of the Facilitator Guide

### C. Facilitated Executive Team Session (3 hours)

#### *Session Objectives*

- Understand the High Middle Low process
- Create a common understanding of how to assess leaders
- Learn how to conduct High Middle Low conversations
- Commit to the High Middle Low implementation timeline

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## Facilitator Supplies

- Flip Charts and Markers
- Participant Guides and DVD/Video Series Moving Organizational Performance Part One and Part Two
- Proposed Tools & Timeline

## Pre-Work

*Reducing Leadership Variance* Article by Quint Studer

## Room Set Up

- U-shape to facilitate participant interaction.



Facilitator

## D. Abbreviated Training Agenda for Senior Leaders

In this reduced training Section 2 and Section 3 are eliminated to complete training within 3 hours. Most senior leaders participate in the training with the leaders and therefore will actually participate in the full session later in the process.

Introduction and Guide	8:00
Why Initiatives Have Failed in the Past and Moving Organizational Performance	8:15
<i>Break</i>	9:15
Understanding the Process and Tools to Use for These Conversations	9:30
Frequently Asked Questions and Wrap-up	10:15
End	11:00