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A PRACTITIONER GUIDE

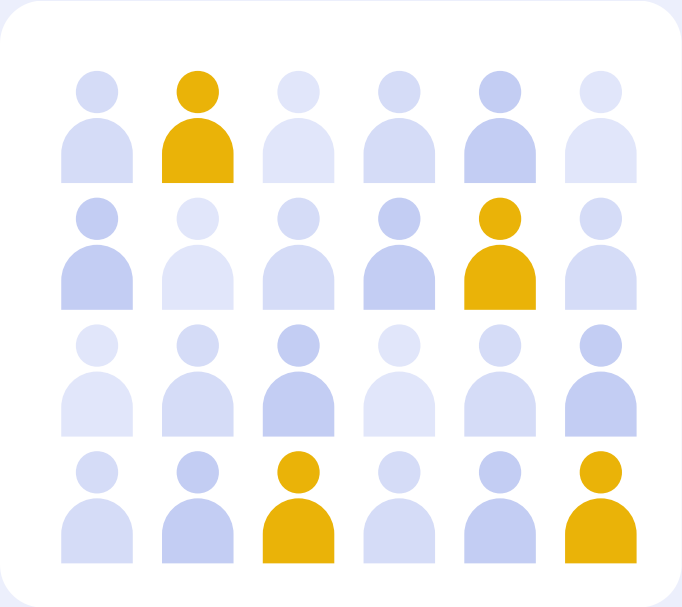
How to Find Out What Your People Are Actually Worth

A guide to documenting what your employees have already accomplished and uncovering the skills they've never been asked to use, with three fill-in worksheets to run before you cut, reorganize or hire outside.

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FILL-IN WORKSHEETS



What's inside

01	**Accomplishment Log**	Each person on your team records results, not responsibilities, every quarter
02	**Contribution Record**	A manager documents what one person has delivered, before any name goes on a list
03	**Unused Skills Sheet**	Find the skills your team has never had the chance to use, and give them somewhere to go

Every box and line in the worksheets is fillable. Type into them in any PDF reader, or print a copy for each person on your team.

Most companies believe they know their people. In my experience, the gap between that belief and reality costs them in two ways: they lose track of what their people have already achieved, and they never discover what their people could achieve. The first is how great employees end up on layoff lists, and the second is how they end up disengaged or working for someone else.

Employees share some of the responsibility, because most people are terrible at tracking their own accomplishments, let alone promoting them. But that is precisely why companies can't afford to leave it to them. When neither the people doing the work nor the company employing them captures its value, that value is invisible right up until it walks out the door. The three tools in this toolkit, the Accomplishment Log, the Contribution Record and the Unused Skills Sheet, are a way to start capturing it.

01 What your people have already done

I have coached job hunters at every level, and of everyone who came through my outplacement workshops, one woman stands out. Andrea (not her real name) spent eight years as an event planner for a Fortune 100 corporation before she was laid off in a recession, in cuts that started with the highest earners. Her résumé listed responsibilities: negotiated with unions, worked with hotels and convention centers, booked speakers.

When I pressed her for accomplishments, she said, “I just did the job I was paid to do.” Then she told me she had never gone over budget and never missed a deadline, and that she had kept a file on every event, the largest of them for 20,000 people.

A few weeks later she had quantified it: by coming in at or under budget, she had saved her company $1,000,000 over eight years, which works out to $50,000 a year more than her salary. “I was shocked,” she told me. “I never added any of this up before.”

Another company recruited her two weeks after that. Why? Because she was an investment, not an expense.

Andrea's former employer might argue it couldn't have known the magnitude of her contribution when she didn't know it herself. That excuse doesn't hold up, because Andrea kept a file on every event she ever planned. The budgets, the

$1M

What Andrea saved her company over eight years by coming in at or under budget

$50K

How much more than her salary that came to, every year

attendance and the deadlines were all there for eight years, and no one ever asked for them. **Knowing what your people contribute is your job.**

It is easy for leaders to assume their performance reviews, dashboards, and org charts add up to an accurate picture of who contributes what. They don't, and most companies, like Andrea's former employer, have one thing in common:

They have no idea who is working for them.

You know the names, addresses, tax identification numbers, birthdays, personal emails, and cell phone numbers of the people on your team, and you know from their job descriptions what they are supposed to be doing. But you don't truly know what they do every day, or how much their work affects the rest of the operation. That brings us to the question that matters most:

> **If management had known that Andrea saved the company $50,000 more per year than she was paid, would she have been on the list in the first place?**

Highly unlikely. Every company is in business to make money. Letting someone like Andrea go would be nearly impossible to defend on those terms.

That is the first missed opportunity: not knowing what your people have done. Closing it is how you keep your best employees. The next two tools capture it: an Accomplishment Log your people keep for themselves, and a Contribution Record a manager completes with them.

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Before any termination decision is final, run it through the pre-decision worksheet in the Legal Escalation Workbook.

How the three tools work together

01

Accomplishment Log

WHO
Each person on your team

WHEN
Every quarter, about fifteen minutes

FEEDS
The Contribution Record review

→

02

Contribution Record

WHO
A manager, with that person in the room

WHEN
Each review period

FEEDS
Any reduction, reorganization or promotion slate

03

Unused Skills Sheet

WHO
Your team, in a meeting or one on one

WHEN
Before you pay an outside vendor for a one-off job

FEEDS
The people who need to know

01 · WHAT YOUR PEOPLE HAVE ALREADY DONE

TOOL 1

Accomplishment Log

Hand one to everyone on your team at the start of each quarter. It takes fifteen minutes at the end of the quarter, and it's the document they bring to their Contribution Record review.

NAME	ROLE	QUARTER	DATE COMPLETED

Record results, not responsibilities

A responsibility says what you were supposed to do. An accomplishment says what happened because you did it.

× RESPONSIBILITY	✓ ACCOMPLISHMENT
Planned the national sales meeting	**Delivered the national sales meeting for 2,500 attendees in 14 weeks, $29,000 under its $400,000 budget**

If a line on your log could appear in anyone's job description, it isn't finished yet.

Put a number on it

Every accomplishment can be measured in at least one of these ways.

MEASURE	ASK YOURSELF
Time	What got done faster, or how many hours did it save?
Money	What did it save, earn or recover, and against what budget?
Quality	What went down: errors, complaints, rework, returns?
Quantity	How many people, events, accounts, transactions?
Safety	What incidents were prevented or reduced?
Compliance	What audits passed, findings closed, filings made on time?
People	Who did you train, hire, mentor, or keep from leaving?

A number means little alone, so always answer "compared to what?": the budget, the target, last quarter, or how it was done before. If you can't measure the result, measure the scale: how many people, how many dollars, how much time you had.

This quarter

WHAT I DID	THE NUMBER	COMPARED TO	WHO BENEFITED	WHERE THE PROOF LIVES
Example: national sales meeting	*2,500 attendees; $371,000 spent*	*$400,000 budget; 14-week deadline, met*	*Sales organization*	*Event file, shared drive*

Running totals *(carry forward each quarter)*

	THIS QUARTER	YEAR TO DATE
Total under or over budget		
Deadlines met, out of how many		
Largest thing I ran		
One skill I have that isn't being used here		

Where the proof lives

Point to the record; don't copy it. The log holds the number, and the record proves it. If you can't find the record in sixty seconds, write down where it is today, while you still remember.

☐ Shared with my manager on _____

TOOL 2

Contribution Record

Complete one for each person on the team, with that person in the room and their Accomplishment Log on the table. Most people will start where Andrea did, with “I just did the job I was paid to do,” so ask all three questions before you accept that answer, then fill in the log from their records.

EMPLOYEE	ROLE	PERIOD REVIEWED

Ask

QUESTION	THEIR ANSWER
1. What have you done here that someone outside this team should know about?	
2. What number can you put on it: time, money, quality, quantity, safety, compliance, people?	
3. Where are the records that back it up?	

Log it

List every project, event or standing responsibility for the period, one line each.

PROJECT, EVENT OR RESPONSIBILITY	SCALE (PEOPLE, DOLLARS, VOLUME)	TIME ALLOWED	BUDGET	ACTUAL	WHERE THE RECORD LIVES
Example: national sales meeting	*2,500 attendees*	*14 weeks*	*$400,000*	*$371,000*	*Event file, shared drive*

Add it up

FOR THIS PERSON	TOTAL
Total under or over budget for the period	
Deadlines met, out of how many	
Largest thing this person has run	
Value you can document per year	
Annual pay	
Who has seen this record	☐ Employee ☐ Manager ☐ Department head ☐ HR

Before a name goes on any list

For a reduction, a reorganization or a promotion slate, confirm all three.

- ☐ A current Contribution Record exists for this person.
- ☐ Their direct manager has reviewed it and signed off.
- ☐ The person making the decision has read it.

02 What your people could do

The second missed opportunity is not knowing what your people could do. When I lead workshops, I often ask the following question:

> *"How many of you have a skill you know in your heart would be valuable to the company, but you've never had the opportunity to use it?"*

Almost without fail, 80% or more of the hands shoot up.

Each of those hands is a missed opportunity to help team members stay engaged and avoid burnout by letting them spend time on work they find energizing. One administrative assistant told me about her passion for calligraphy, and about her disappointment every year when the company hired an outside calligrapher to write its holiday cards.

A better example came from the IT department of a global restaurant chain. When almost every hand in the group went up, I called on one woman to share the skill she had in mind. She said:

> *"I love taking machines and equipment apart and finding alternative uses for them."*

That might sound only mildly interesting until you know that one of the biggest challenges the New Products team at her company faced was how to introduce new menu items without incurring capital expenses at every one of its restaurants around the world. That day, the IT department began the process of getting one of their star performers transferred to New Products.

The Unused Skills Sheet on the next page puts that question to your own team and gives the answers somewhere to go.

TOOL 3

Unused Skills Sheet

Put the question to your own team, in a meeting or one on one, in these words: “What skill do you have that you know would be valuable here, but that you have never had the chance to use?” Count the hands, then give every answer a row.

TEAM _____ DATE _____ HANDS RAISED _____ of _____

NAME	SKILL	WHERE THEY HAVE USED IT	WHERE IT COULD BE USED HERE	WHO NEEDS TO KNOW	NEXT STEP AND DATE
Example: IT analyst	*Takes equipment apart and finds other uses for it*		*New Products: new menu items without new equipment*	*Head of New Products*	*Introduce them*
Example: administrative assistant	*Calligraphy*		*Company holiday cards, now sent to an outside vendor*	*Office manager*	*Ask before this year’s order*

Before you pay an outside vendor for a one-off job, check this sheet.

These examples show what’s at stake, and what’s possible, when companies make it their business to know both what their people have done and what they could do, and to find the gold already on their payroll.