



# 2025 NARPM

*Annual Conference*

FRIDAY, NOVEMBER 14TH, 2025

**BOSS MODE ACTIVATED:**  
**BUILD, MANAGE, & ELEVATE**  
**AN UNSTOPPABLE TEAM**

*PRESENTED BY:* **MARK CROPPER**

# PART 1

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BUILD

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## A. HAVE A ROAD MAP, VALUES, AND CULTURE GOALS

should show you  
where you are going.

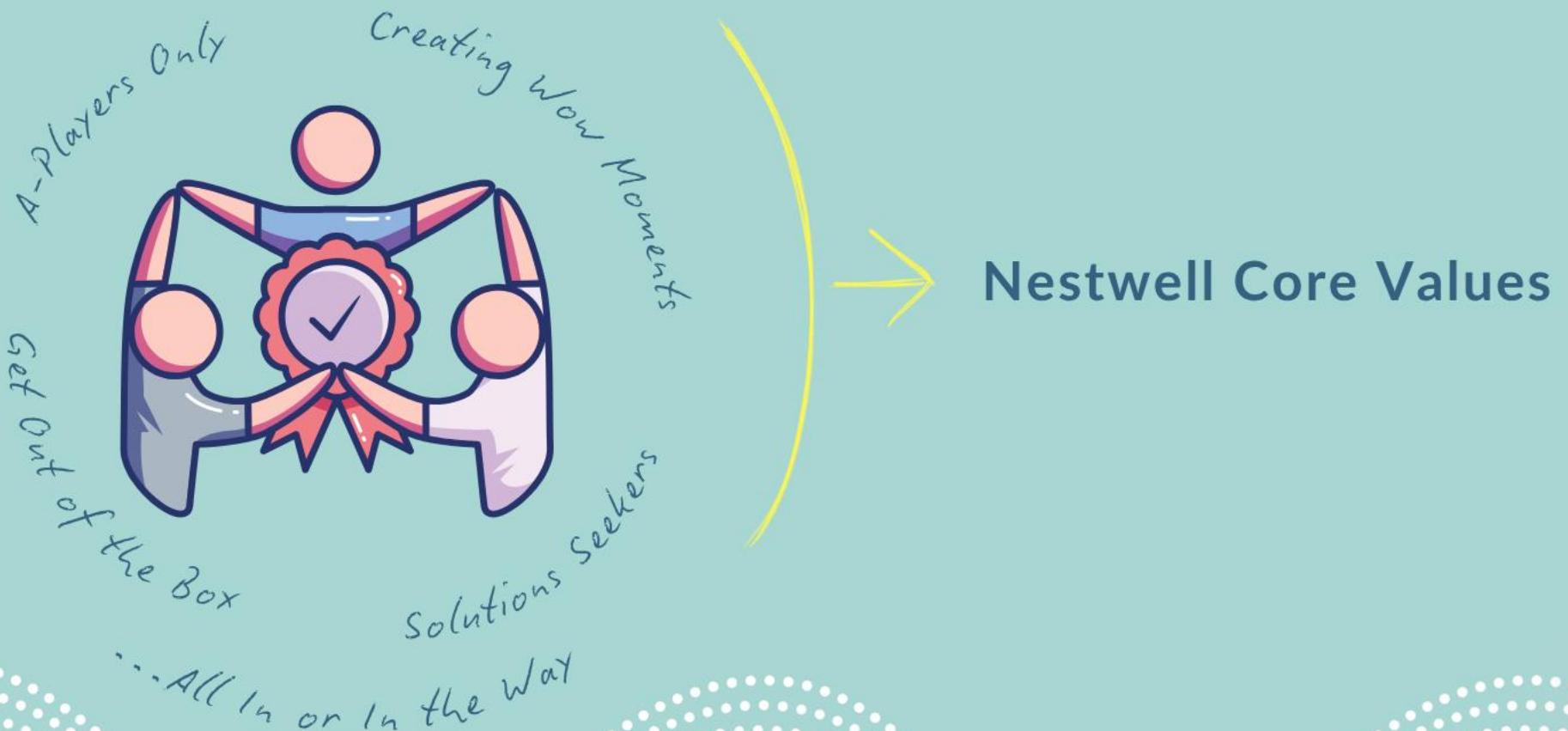
Example: like EOS  
with a 1 year plan, 3  
year plan and 10 year  
plan.

should clarify what you  
expect from people to  
move along the path.

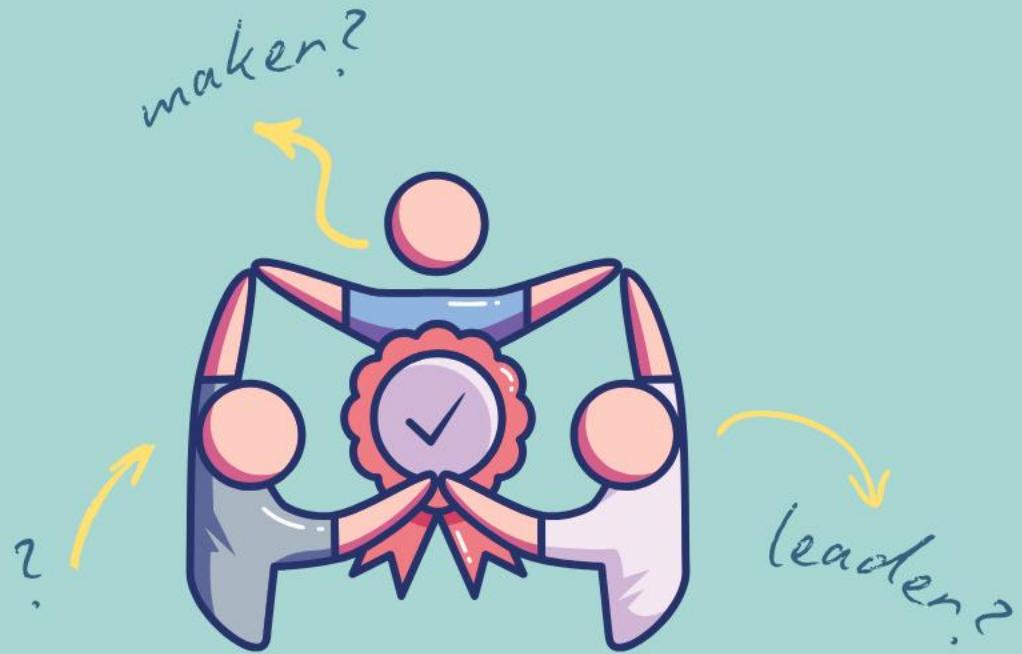
Do it on purpose. It is happening  
with or without your attention.

# BUILD

## A. HAVE A ROAD MAP, VALUES, AND CULTURE GOALS



## A. HAVE A ROAD MAP, VALUES, AND CULTURE GOALS



Get Started on paths for  
Makers and Leaders.

Where is the company going  
and where is each team  
member going?

## B. HIRE FOR TIME & ENERGY



Get clarity on the tasks and responsibilities you should be spending your time on.

Where am I a bottleneck and who can I hand that off to?

## C. A-PLAYERS ONLY

Define what an A-Player  
is for your team.

... for Steve, it's easy.



A-players run  
circles around  
B- and C-players.

- Steve Jobs

# A | B | C PLAYERS

*definitions*

	DEFINITION	PERSONALITY TRAITS	HOW DO YOU KNOW IF THEY'RE A/B/C PLAYERS?
A-Players	Possesses a can-do/positive attitude, the talents to drive outcomes, and a total commitment to the vision.	<ul style="list-style-type: none"> <li>• Dependable.</li> <li>• Accountable.</li> <li>• Proactive.</li> <li>• Confident.</li> <li>• Detail-oriented.</li> <li>• Collaborative.</li> <li>• Empathetic.</li> <li>• Adaptable.</li> </ul>	If you lose them, you feel destroyed and take months to recover.
B-Players	Owns their role and responsibilities, is an expert in their craft, and is naturally stalwart.	<ul style="list-style-type: none"> <li>• Good Attitude</li> <li>• Capable</li> <li>• Aren't consistently seeking a better way, but they can if asked.</li> <li>• Don't desire upward mobility.</li> <li>• Do their job, get a check, and go home.</li> <li>• Not fully bought in to the bigger vision.</li> </ul>	If you lose them, you will feel a pit in your stomach, but be okay. It would take you weeks to recover.
C-Players	Performs their duties at a basic level, often doing just enough to meet expectations but lacks the initiative.	<ul style="list-style-type: none"> <li>• Procrastinates.</li> <li>• Avoids accountability.</li> <li>• Mediocre.</li> <li>• Turns conversations into confrontations.</li> <li>• Struggle with attitude, capability, or commitment.</li> <li>• Resistant, barely performs, or misaligned.</li> </ul>	If you lose them, you will feel relieved and celebrate.

## C. A-PLAYERS ONLY



Coach A & B players but cut C-players.

You must invest time equally.

You have a duty to put the best player on the field.

A-Players want and deserve to work with other A-Players

## C. A-PLAYERS ONLY

First, hire generalists with leadership potential.

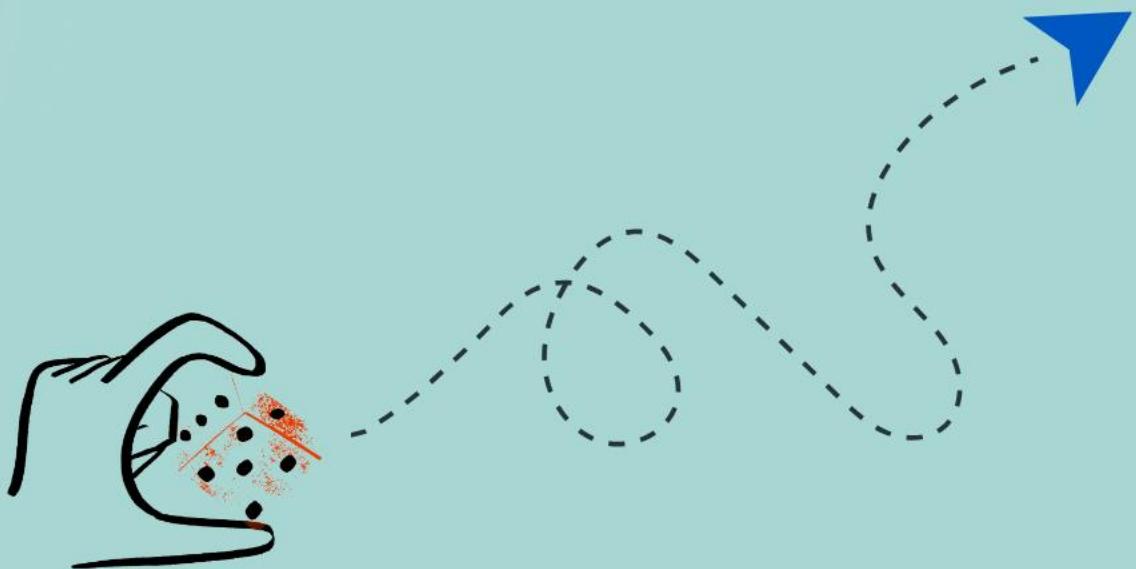


Later, hire specialists who live core values naturally.



Invest your time and money into your A & B.

## C. A-PLAYERS ONLY

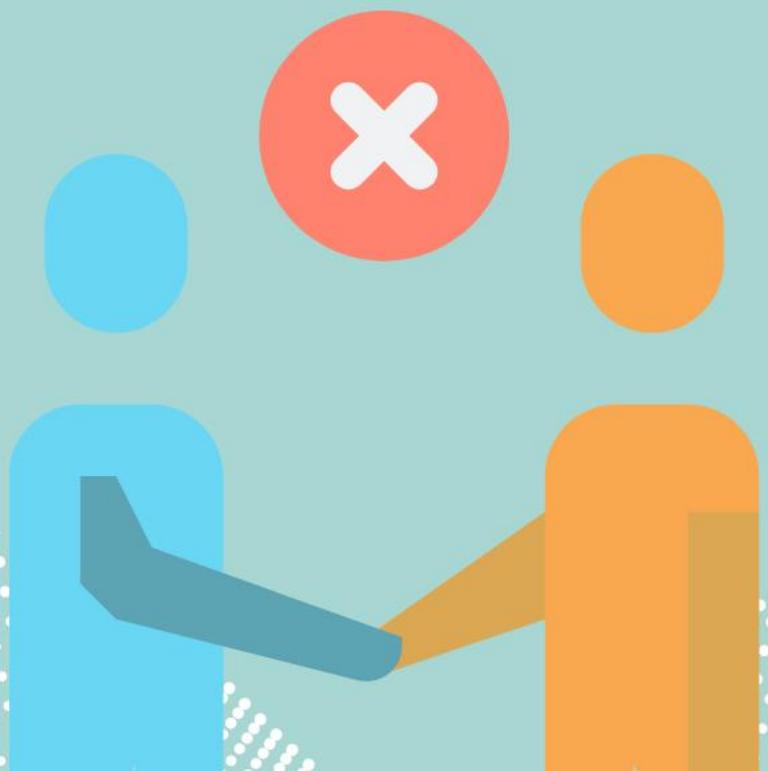


### *Favorite Interview Questions*

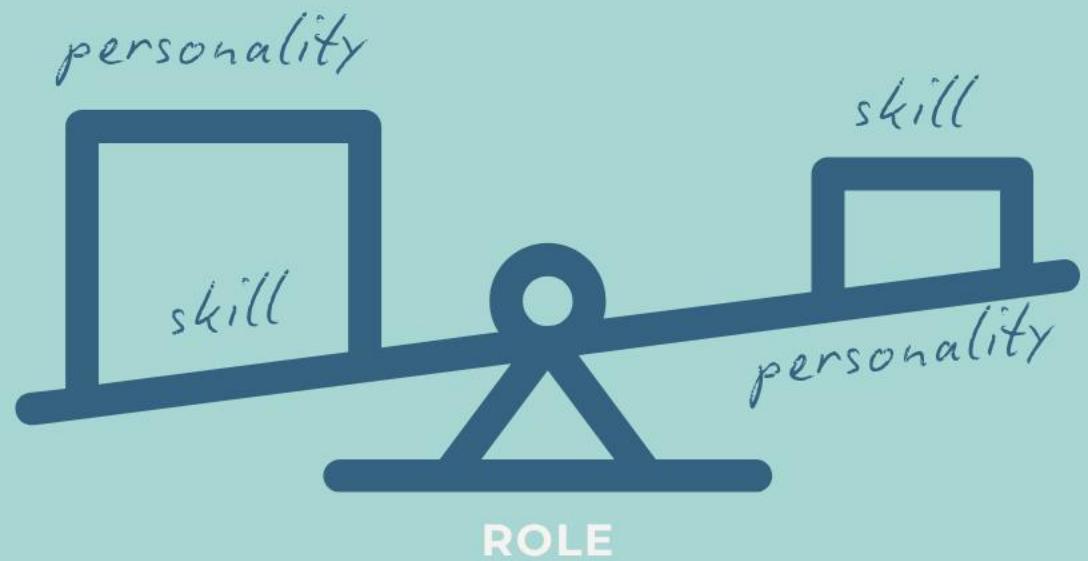
- REGARDLESS OF THE TRAINING I COULD OFFER YOU (OR LACK THEREOF) WOULD YOU BE SUCCESSFUL?
- DO YOU FEEL LIKE A LUCKY PERSON?

## C. A-PLAYERS ONLY

\* Do NOT hire anyone that  
isn't an absolute yes!



BUT TAKE TIME TO CONSIDER:



# BUILD

## C. A-PLAYERS ONLY

DO THEY...



IF YOU ALREADY HAVE A TEAM, BIG OR SMALL,  
USE SLIDE "RANK AND STACK YOUR TEAM"



# RANK AND STACK YOUR TEAM *A/B/C players*

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**EVALUATE YOUR CURRENT TEAM. (WE AREN'T A FAMILY.)**

**ASK THESE QUESTIONS:**

- Would you hire them again knowing what you know now?
- If they resigned today, would you feel a sigh of relief or a massive void?
- Would you get in a fox hole with them?

**DO A DRAFT.**

- This exercise was crucial for streamline operations and prepare for uncertainty.

# PART 2

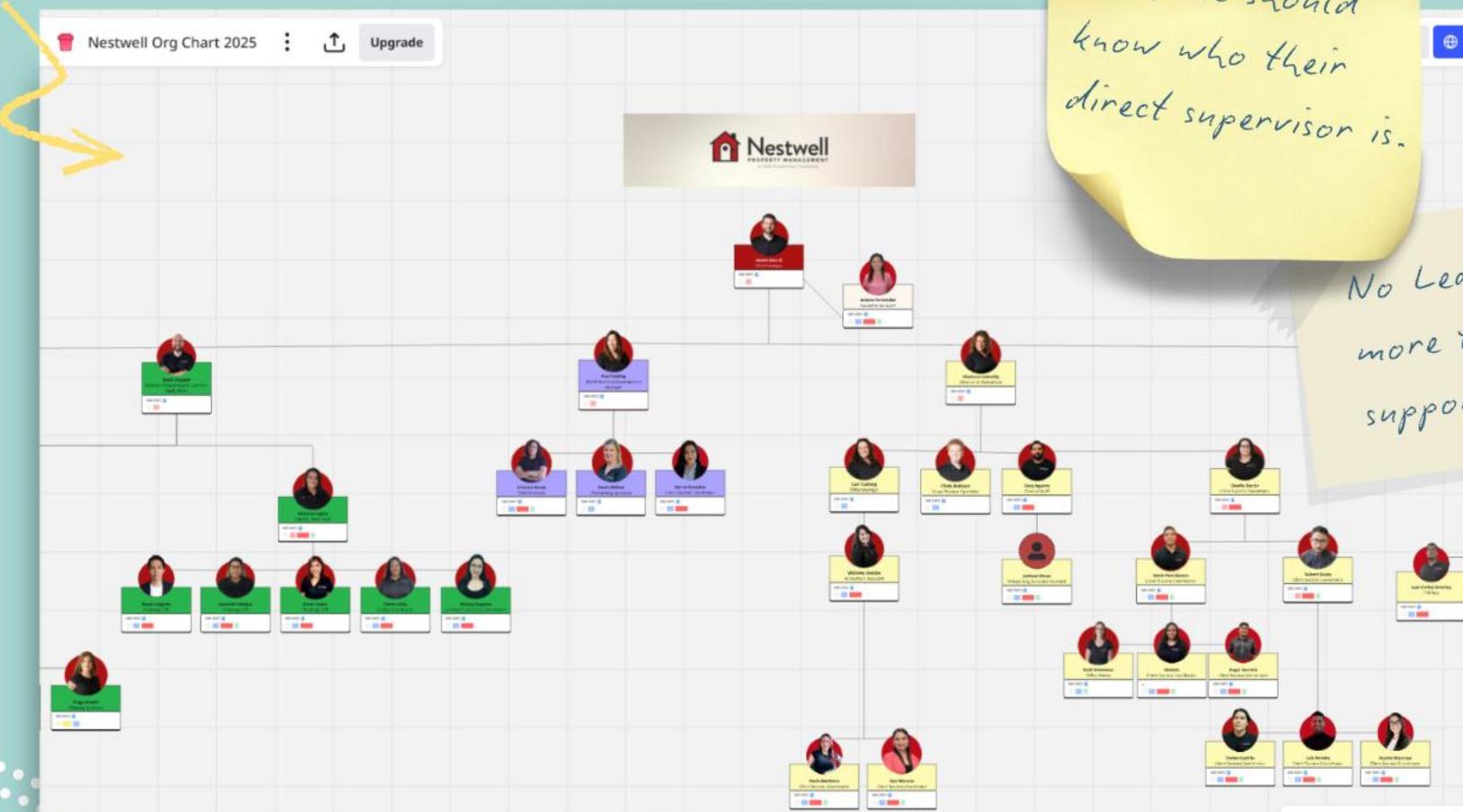
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## MANAGE

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(You've Built the Team, Road Map, and Vision:  
Now What?)

## A. HIERARCHY



## B. CLARITY FOR EVERY ASSIGNED "TASC"

(from "Dare to Lead")

Do they have the authority to be held accountable?



Who is responsible for the task?

Do we have a checklist of what needs to happen to complete the task?  
(What does done mean?)

Are they set up for success?  
Do they have the resources, time, and clarity they need?

## C. KPIs



## D. Spend equal time with all players.

It is really easy to get sucked into spending way more time with B and C players,

and neglecting A players.



# MANAGE

## E. Praise and Coach

Great job this quarter, Jane!

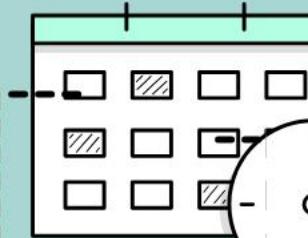


needs accountability

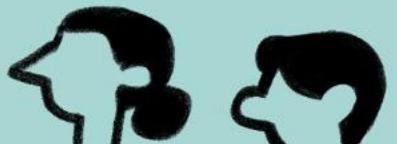
needs accountability



Schedule



needs coaching



# PART 3

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ELEVATE

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## A. REGULAR / SCHEDULED 1-ON-1 COACHING SESSIONS

TRUTHFUL

SPECIFIC

"When Mrs. Thompson was upset about the maintenance delay, you stayed calm and handled her concern with great empathy."



POSITIVE

Coach and



...uplift

## A. REGULAR / SCHEDULED 1-ON-1 COACHING SESSIONS

### FAVORITE QUESTIONS:

- 1 *What's on your mind?* (Give them silence/time to bring up whatever they want)
- 2 *What's a way you can increase your value that excites you?*
- 3 *Tell me about something you are proud of over the last month.*



**B. CLARITY ON THE PATH**

Where am I and  
what is my next step?



# TITLE & ROLES *a glance*

Full copy of our  
Titles & Roles

SCAN ME

LEVEL	Maker 1 (Individual Contributor)	Maker 2 (IC)	Leader 1	Leader 2
EXTERNAL TITLE	Representative	Coordinator	Team Lead	Supervisor
INTERNAL TITLE	"Representative/Trainee"	"Coordinator"	"Player/Coach"	"Coach/Captain"
ROLE	Task learning and proficient execution	Accurate execution	Supporting Others	Leading Others
FUNCTION	<p>Focused on learning the basics of the industry, company processes, and job functions. Representatives provide support in day-to-day operations under supervision.</p> <ul style="list-style-type: none"> <li>Execute routine tasks such as customer interactions, data entry, or service delivery.</li> <li>Follow standard procedures and guidelines.</li> <li>Receive mentorship and training from more senior team members.</li> <li>Report any issues or challenges to higher-level staff.</li> </ul>	<p>The coordinator ensures smooth operations by organizing and overseeing specific processes or projects, coordinating between different teams or departments.</p> <ul style="list-style-type: none"> <li>Organize and coordinate tasks, events, or processes to ensure successful outcomes.</li> <li>Monitor progress and ensure tasks are completed according to schedules.</li> <li>Communicate with other departments to facilitate collaboration.</li> <li>Address any roadblocks in execution with some autonomy.</li> <li>The leader has the confidence that what they do is accurate.</li> </ul>	<p>A team lead primary function is to guide a specific team towards achieving its goals and objectives. A majority of their time is spent working side-by-side.</p> <ul style="list-style-type: none"> <li>When someone needs to take on a partner, they go to their Team Lead first.</li> <li>They are good at what they do and can explain/coach most issues.</li> <li>They take escalations.</li> <li>They provide Leadership and Direction.</li> <li>Project Management.</li> <li>Coordination and communication between their direct reports.</li> </ul>	<p>A mid-level position, has a diverse range of responsibilities that are crucial for the functioning and success of their team. They mentor their team and maintain operational effectiveness.</p> <ul style="list-style-type: none"> <li>They lead their Makers by training and developing, communication, problem solving and strategic implementation.</li> <li>They are the second take escalations from L1 and Makers.</li> <li>Performance Management. Ongoing Training and Development.</li> <li>Compliance and Standards.</li> </ul>

# PAYBANDS *a glance*

RANK	ANNUAL SALARY RANGE
M7	\$28,000 - \$33,000
M6	\$25,000 - \$30,000
M5	\$20,500 - \$26,000
M4	\$17,500 - \$22,000
M3	\$16,500 - \$19,000
M2	\$13,500 - \$17,000
M1	\$10,000 - \$14,000

RANK	ANNUAL SALARY RANGE
L4	\$30,000 - \$40,000
L3	\$23,000 - \$32,000
L2	\$18,000 - \$25,000
L1	\$15,000 - \$20,000

# PAYBANDS *a glance*

RANK	2.00%	2.50%	2.75%	3.00%	3.25%	3.50%	3.75%	
M7 Top								\$1,238
M7 Bottom								\$1,050
M6 Top							\$1,050	
M6 Bottom							\$875	
M5 Top						\$845		
M5 Bottom						\$666		
M4 Top					\$660			
M4 Bottom					\$525			
M3 Top				\$523				
M3 Bottom				\$454				
M2 Top			\$425					
M2 Bottom			\$338					
M1 Top	\$280							
M1 Bottom	\$200							

RANK	4.00%	4.25%	4.50%
L3 Top			\$1,440
L3 Bottom			\$1,035
L2 Top		\$1,063	
L2 Bottom		\$765	
L1 Top	\$800		
L1 Bottom	\$600		

## BONUSES FOR MAKERS/IC SHOULD BE BASED ON:

**KPIs** (Key Performance Indicators) 50%

**Rocks** (Quarterly Strategic Priorities) 25%

**Peer/Boss** Reviews 25%

## B. CLARITY ON THE PATH



*Get their input. How can they create value?*

**PROMOTE ACTUAL LEADERS NOT JUST  
TOP PERFORMERS.**

*Are they a person others will want to follow?*

**STRETCH EVERYONE WITH QUARTERLY  
ROCKS.**

## C. HOW ARE WE LEADING?

USE A SYSTEM FOR PRAISE



We use high fives and



## C. HOW ARE WE LEADING?

### ENPS & ENGAGEMENT SURVEYS

Use eNPS (**Employee Net Promoter Score**) to gauge employee satisfaction.

Conduct engagement surveys to understand what's working and what's not.



# THE 8 CORE DRIVERS OF ENGAGEMENT

**01**

I have confidence in my organization's senior management.



**02**

Teammates at my organization have good career advancement opportunities.



**03**

I have confidence in the future of my organization.

**04**

Our values guide how people at my organization actually behave.



**05**

My work gives me a feeling of personal accomplishment.



**06**

My organization treats teammates well.

**07**

Senior management shows a sincere interest in employee well-being.



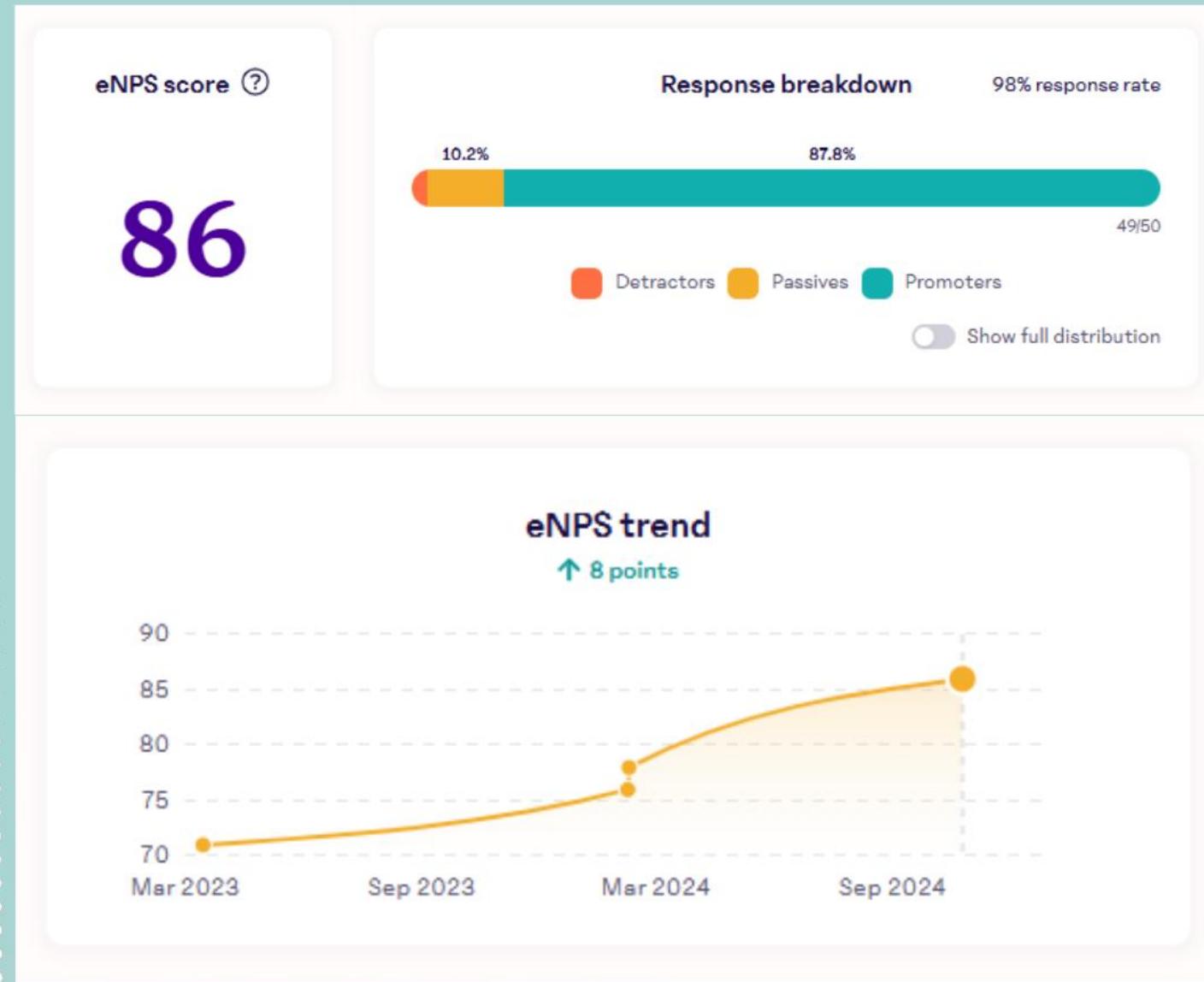
**08**

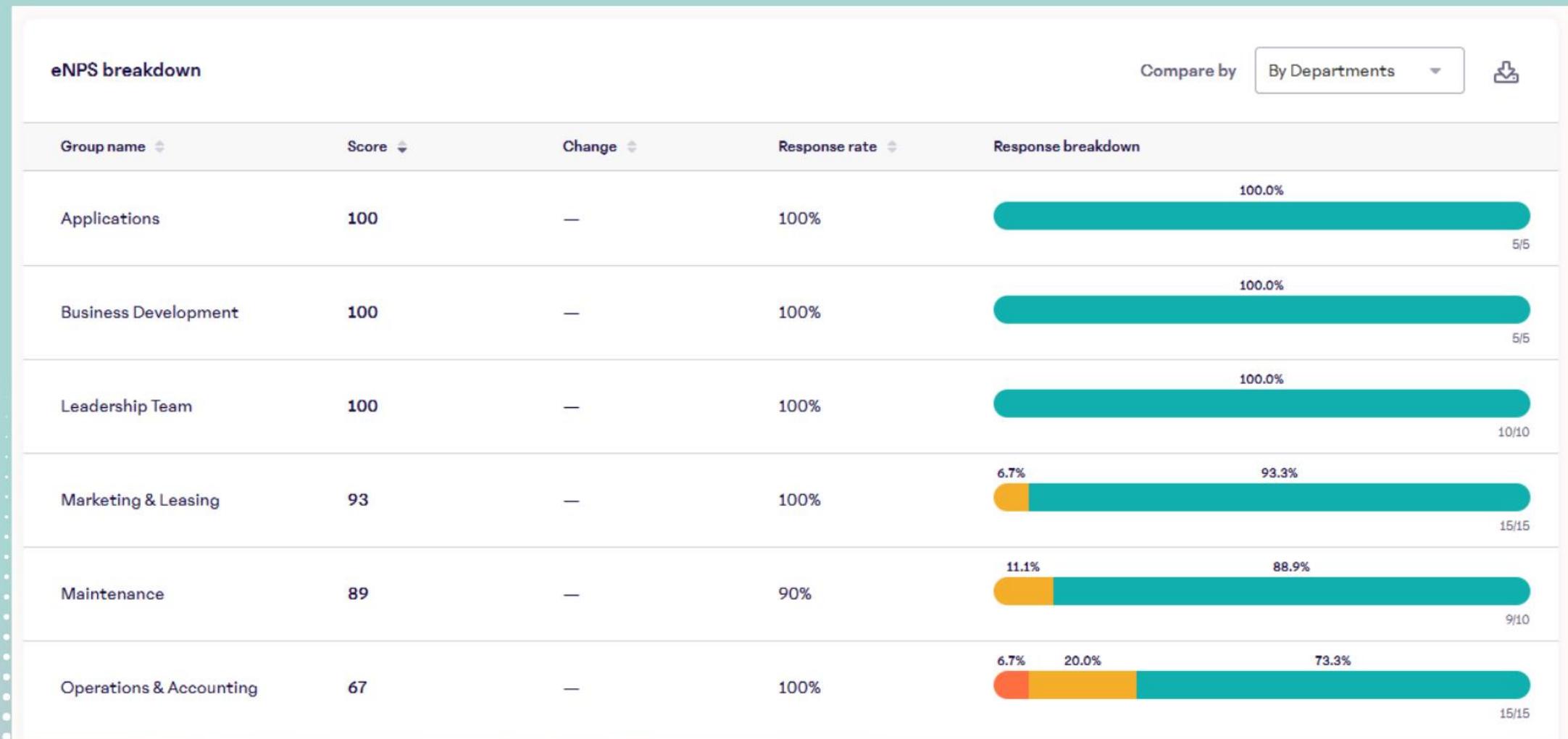
In my department, we work well together as a team.



please take this  
short survey

## CDA | Nestwell eNPS Survey 2024

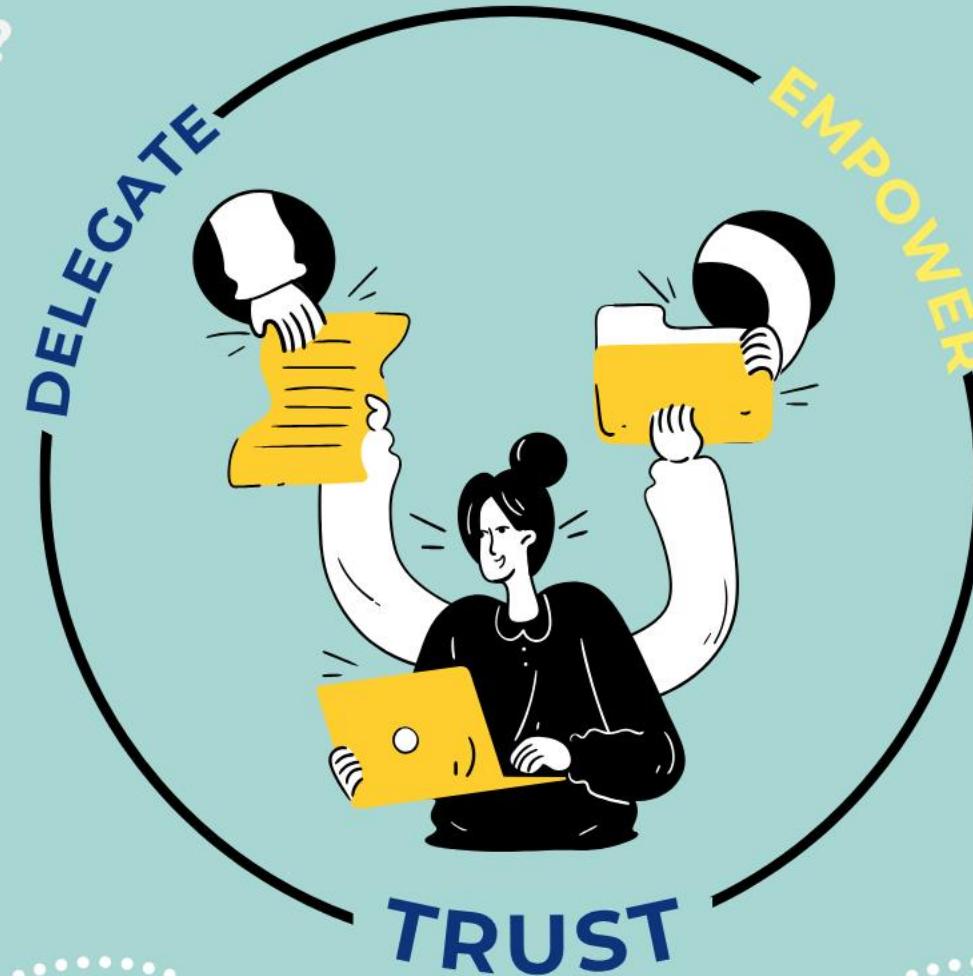




## C. HOW ARE WE LEADING?

Crossovers

Stepovers



# RESOURCES

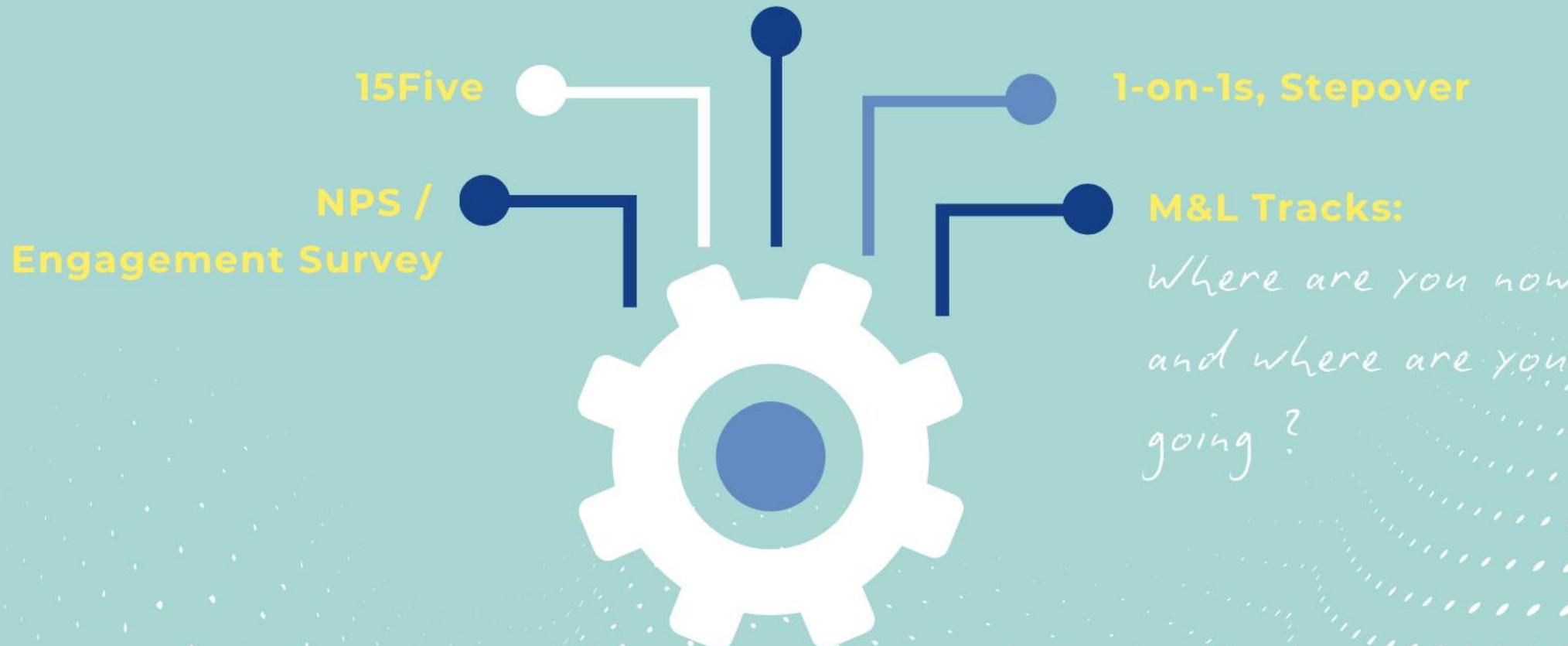
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TOOLS, BOOKS

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# TOOLS

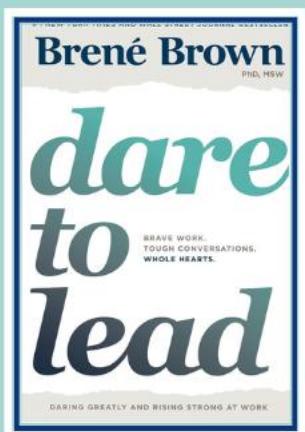
## EOS / VTO



# READ THESE BOOKS

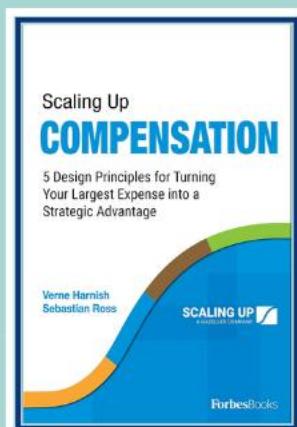
## DARE TO LEAD

Brené Brown



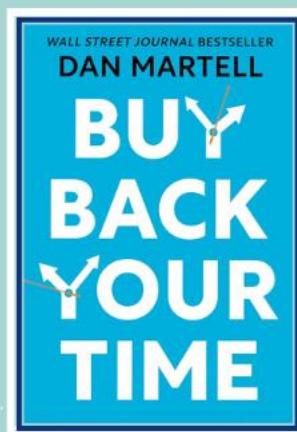
## SCALING UP

Harnish, Ross



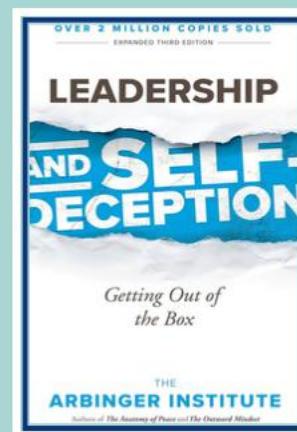
## BUY BACK YOUR TIME

Dan Martell



## LEADERSHIP AND SELF-DECEPTION

Arbinger Institute





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