



# 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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# BUILD

## 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.

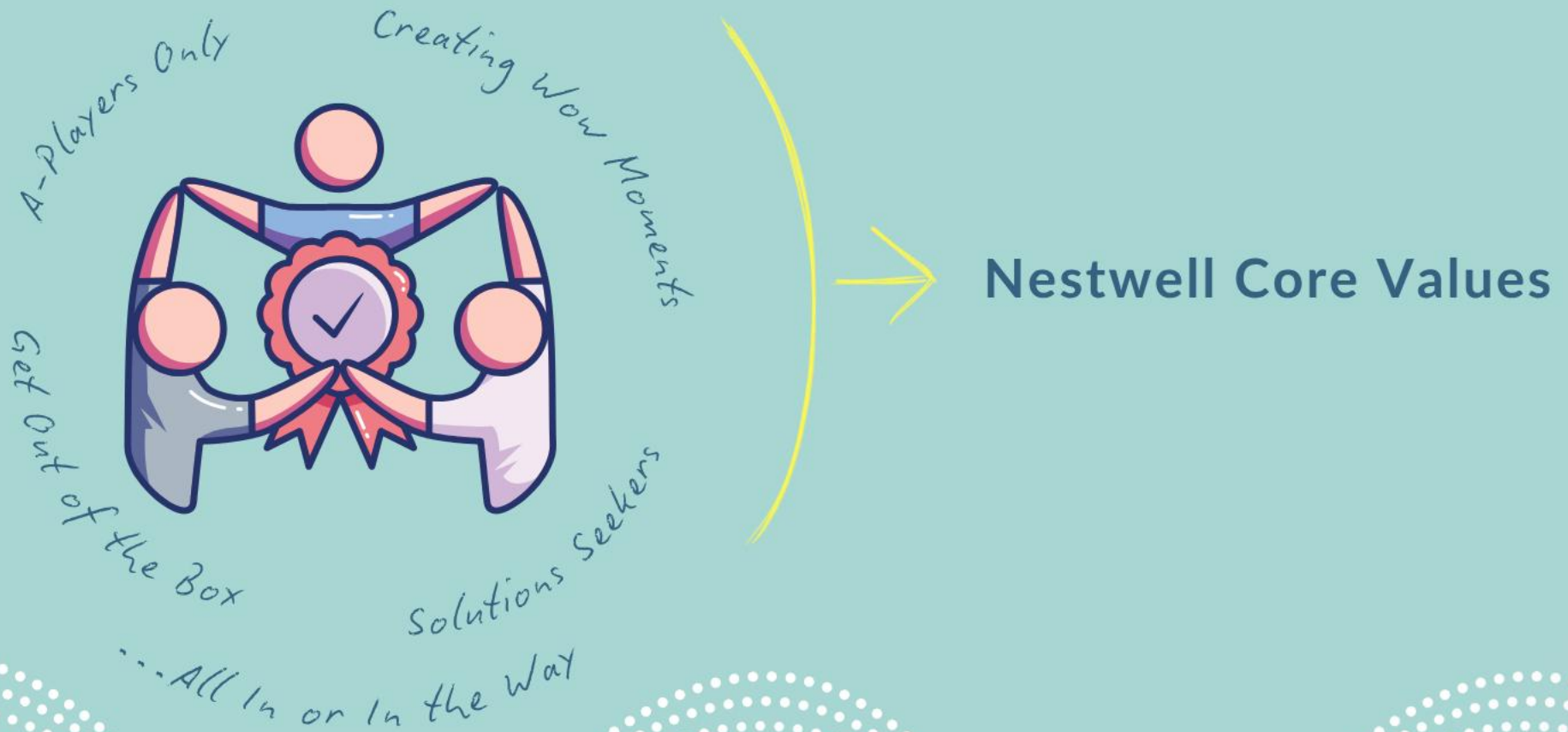
*should clarify what you expect from people to move along the path.*

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



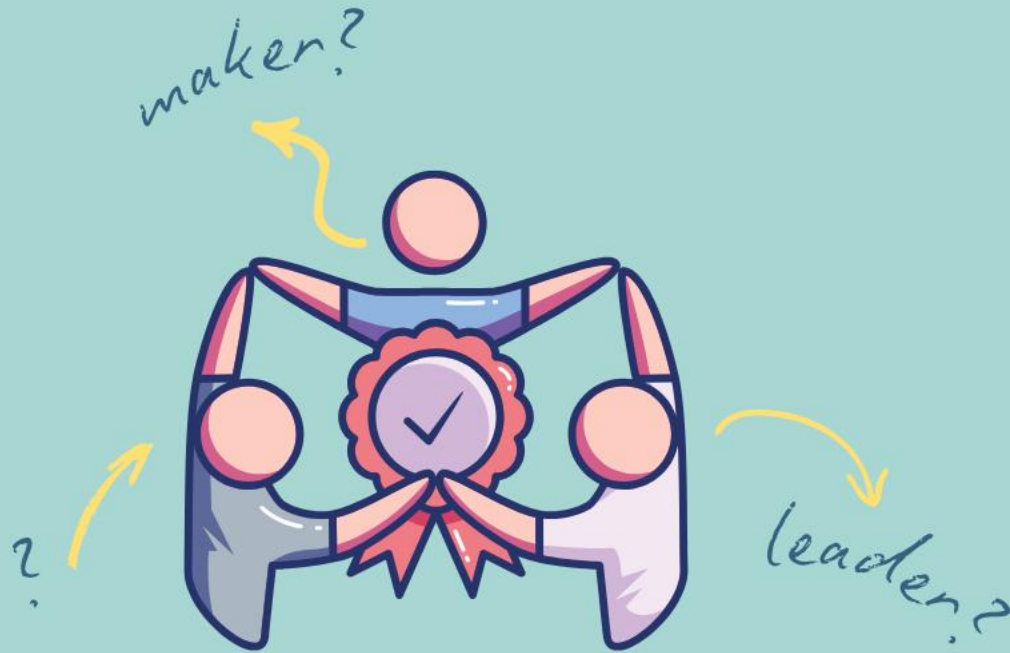
# BUILD

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



# BUILD

## 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?*

# BUILD

## 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?*



# BUILD

## 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	Owens 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.



# BUILD

## 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

# BUILD

## 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.



# BUILD

## 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?



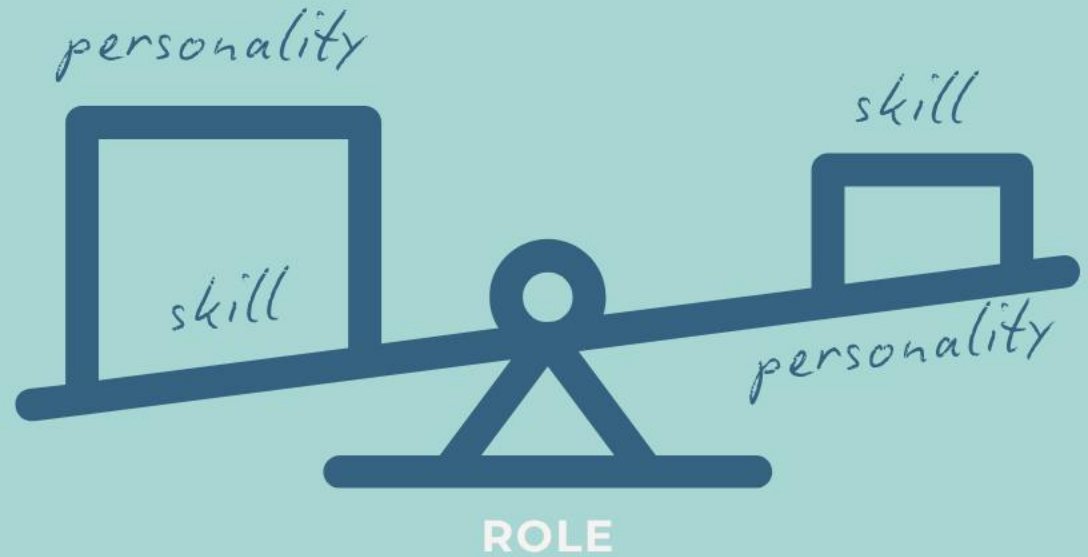
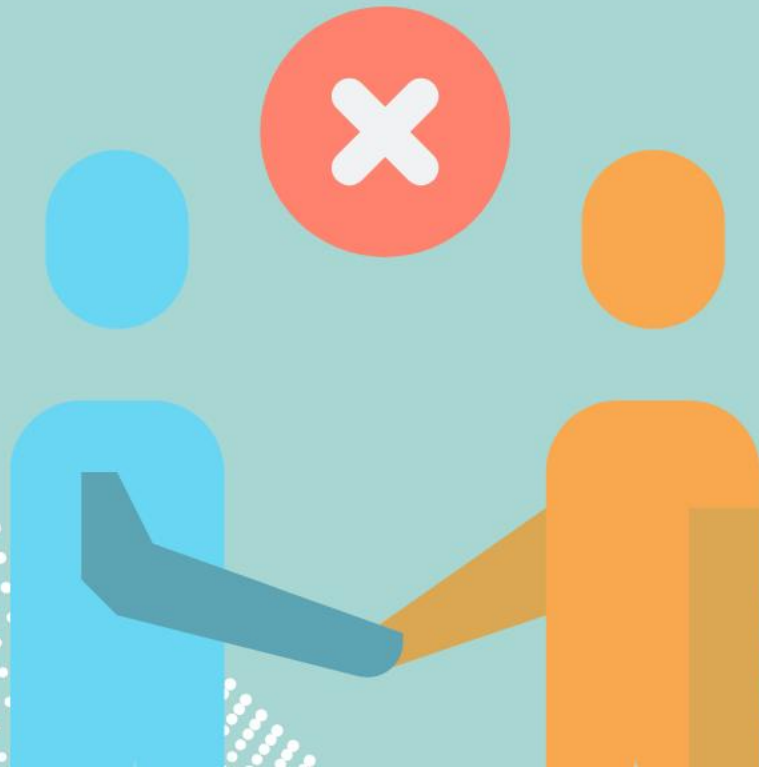


# BUILD

## 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...

*Get it ?*



*Want it ?*

*Capacity to do it ?*

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

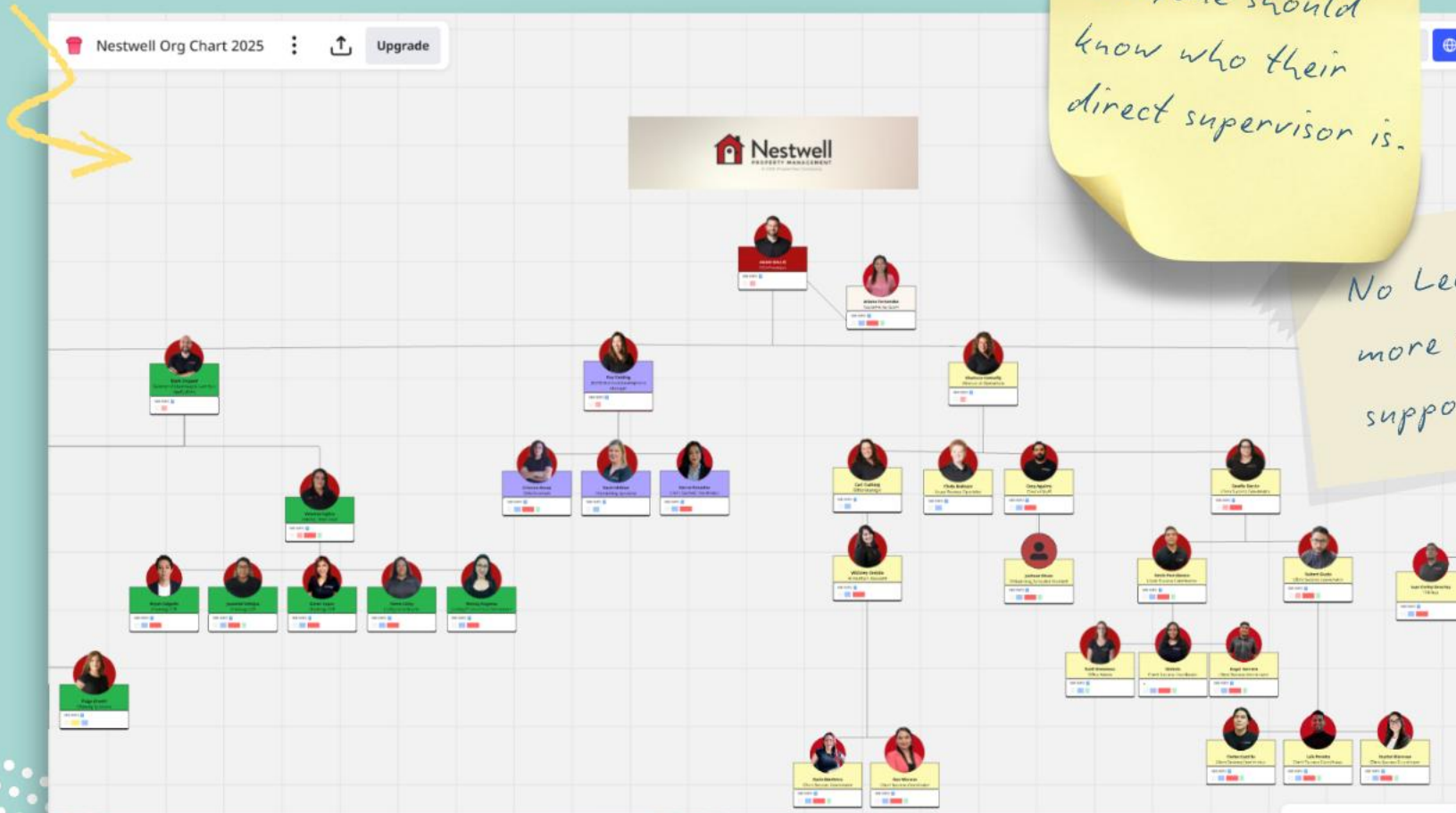
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*(You've built the Team, Road Map, and Vision:  
Now What?)*



## MANAGE

## A. HIERARCHY



Everyone should know who their direct supervisor is.

No Leader should have more than 5-6 direct supports.



# MANAGE

## B. CLARITY FOR EVERY ASSIGNED "TASC" (from "Dare to Lead")

*Do they have the authority to be held accountable?*

**TASC**

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

*Who is responsible for the task?*

*Are they set up for success?*

*Do they have the resources, time, and clarity they need?*

# MANAGE

## C. KPIs



Are they  
clear ?

Are they  
measurable ?

*Monitor and discuss.*



# MANAGE

## 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.



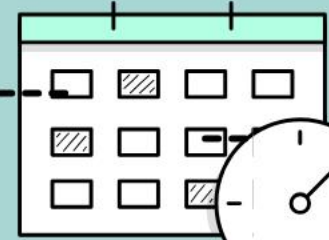


# MANAGE

## E. Praise and Coach

*Great job this quarter, Jane!*

*Schedule*



*needs  
accountability*

*needs  
coaching*



# PART 3

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ELEVATE

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# ELEVATE

## 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





# ELEVATE

## 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?*



SCAN ME

# TITLE & ROLES *a glance*

*Full copy of our  
Titles & Roles*

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%

# ELEVATE

## 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.**



# ELEVATE

## C. HOW ARE WE LEADING?

USE A SYSTEM FOR PRAISE

*We use high fives and*  **15five**



## 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.

04

Our values guide how people at my organization actually behave.

07

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

02

Teammates at my organization have good career advancement opportunities.

05

My work gives me a feeling of personal accomplishment.

08

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

03

I have confidence in the future of my organization.

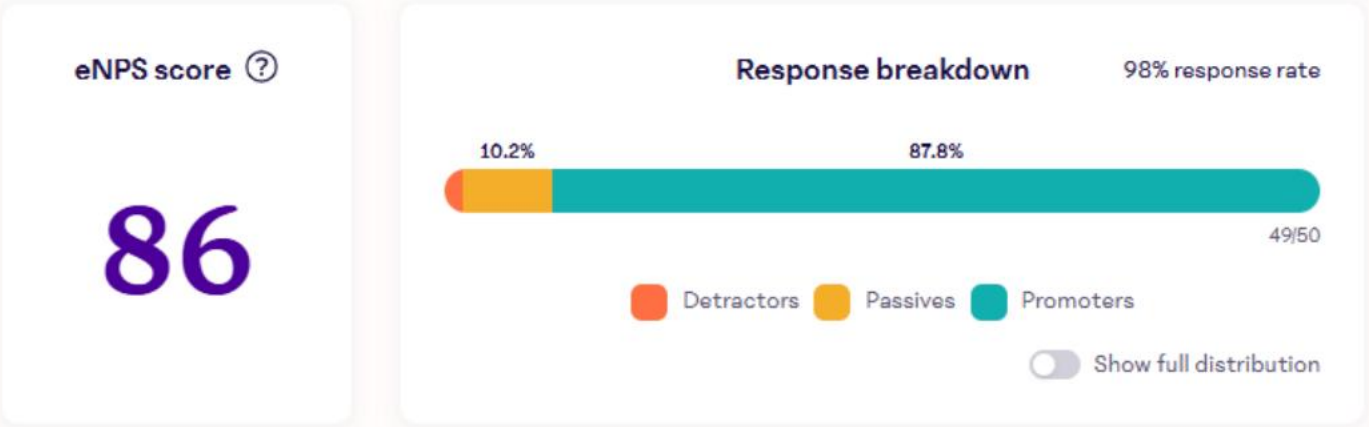
06

My organization treats teammates well.




*please take this  
short survey*





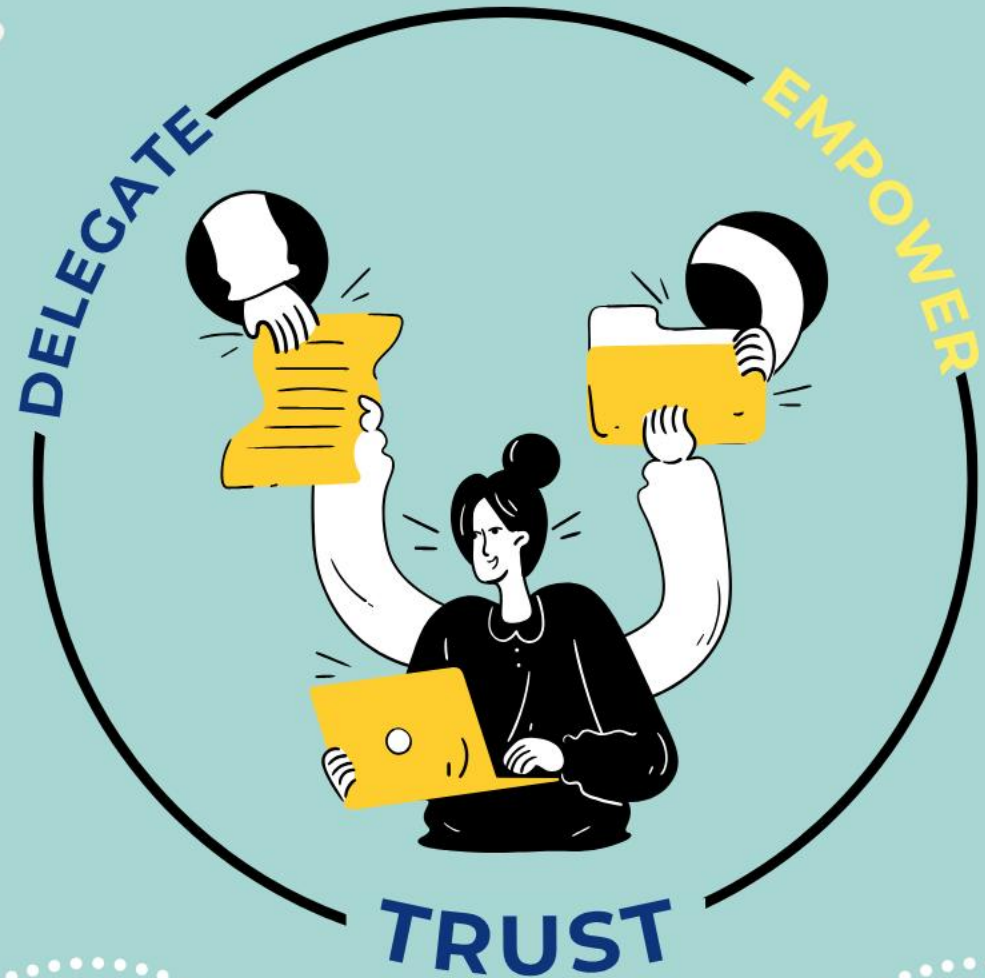
CDA | Nestwell eNPS Survey 2024

eNPS breakdown					Compare by	By Departments	
Group name	Score	Change	Response rate	Response breakdown			
Applications	100	—	100%	<div><div>100.0%</div></div> <div>5/5</div>			
Business Development	100	—	100%	<div><div>100.0%</div></div> <div>5/5</div>			
Leadership Team	100	—	100%	<div><div>100.0%</div></div> <div>10/10</div>			
Marketing & Leasing	93	—	100%	<div><div>6.7%</div><div>93.3%</div></div> <div>15/15</div>			
Maintenance	89	—	90%	<div><div>11.1%</div><div>88.9%</div></div> <div>9/10</div>			
Operations & Accounting	67	—	100%	<div><div>6.7%</div><div>20.0%</div><div>73.3%</div></div> <div>15/15</div>			

# ELEVATE

## C. HOW ARE WE LEADING?

*Crossovers*  
*Stepovers*







# RESOURCES

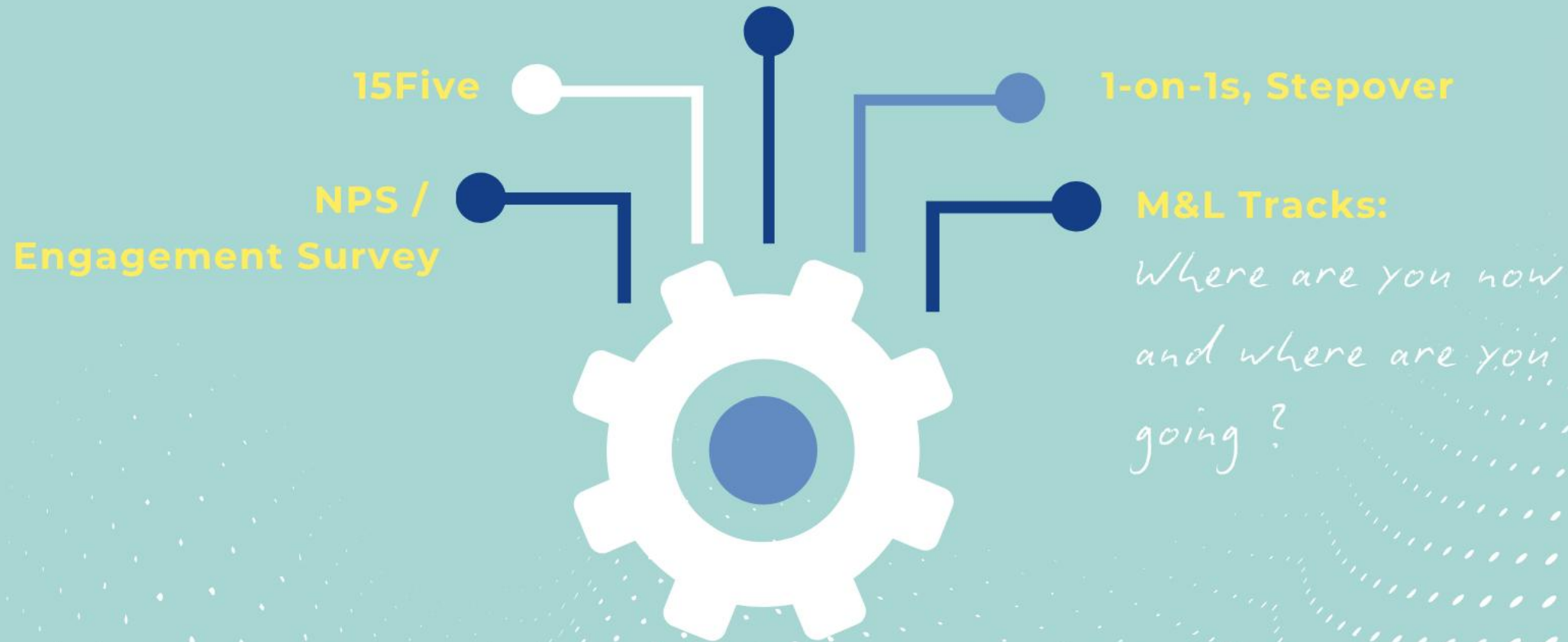
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TOOLS, BOOKS

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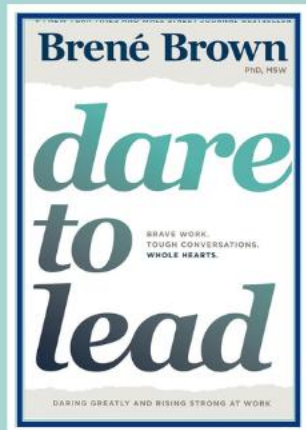
# TOOLS

## EOS / VTO

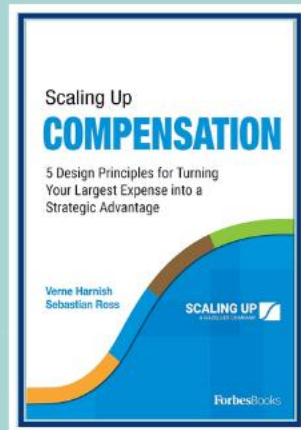


# READ THESE BOOKS

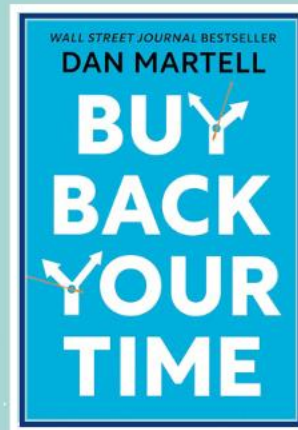
DARE TO LEAD  
Brené Brown



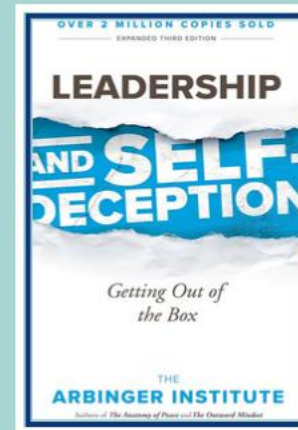
SCALING UP  
Harnish, Ross



BUY BACK YOUR TIME  
Dan Martell



LEADERSHIP AND SELF-DECEPTION  
Arbinger Institute







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