



People leave managers, not companies


Brittney Hyer

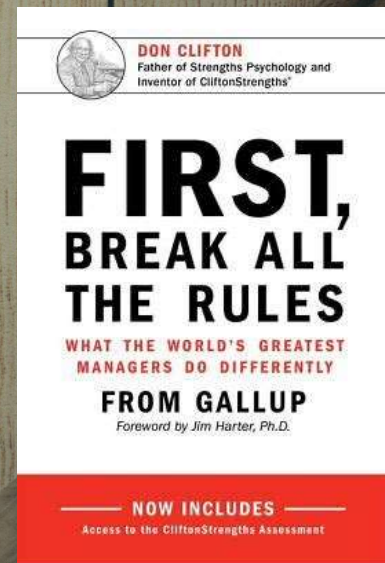
Senior Director of Human Resources

New Story Schools

People leave managers,
not companies.

Marcus Buckingham

 quotefancy



Agenda

01. State of the American Manager

Analyze Gallup's 2015 study

02. Where do we start

Explore how to understand where your biggest areas of opportunity are

03. Action Plan

Identify what you can do to address these.

04. Considerations

Things to keep in mind



05. Questions



The State of the American Manager



Key Findings



Manager Talent

- Great managers have five talents:
 - Motivate employees
 - Assert themselves to overcome obstacles
 - Create a culture of accountability
 - Build trusting relationships
 - Make informed, unbiased decisions for the good of the team and company

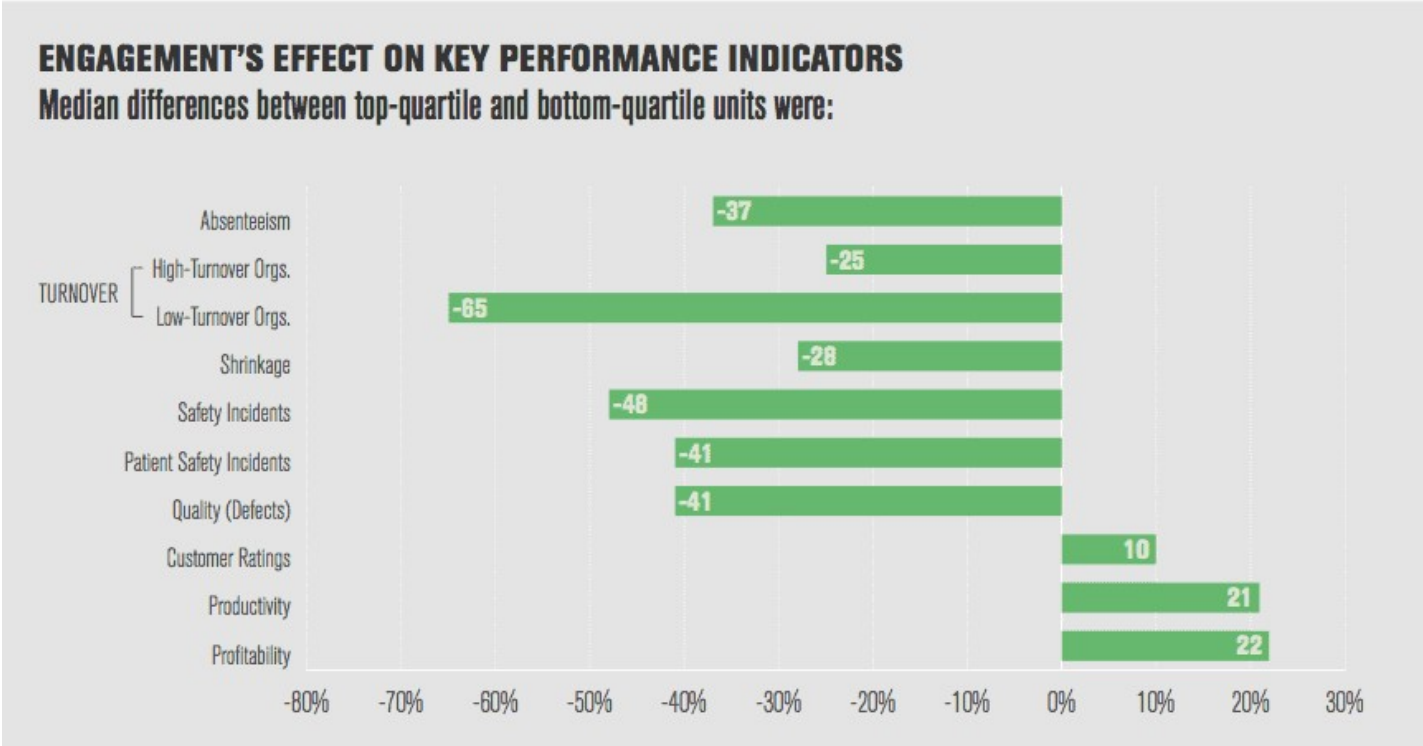
Engagement

- 70% of the variation in engagement scores is due to managers
- Employees with an engaged manager are 59% more likely to be engaged

Specific Behaviors

- Being open and approachable results in engaged employees
- 2/3 of employees who get support with setting goals and priorities are engaged
- 2/3 of employees who have a manager that is focused on strengths are engaged

Gallup measured the impact of engagement



The impact of manager development


On themselves

- Higher levels of personal engagement
- Proactive brand ambassadors
- Greater understanding of the company's mission

On people

- 30% increase in employee engagement scores
- 19% decrease in turnover
- Strengths-based approach

On the company

- 48% increase in profitability
 - Greater team productivity
 - 17% increase in customer engagement scores
- 



Where do we start

Where do we start



1.

With ourselves

Why focus on you first?

Leading by Example

You're the role model.

Better Communication

You can better convey your expectations, provide effective feedback, and foster relationships.

Builds Credibility and Trust

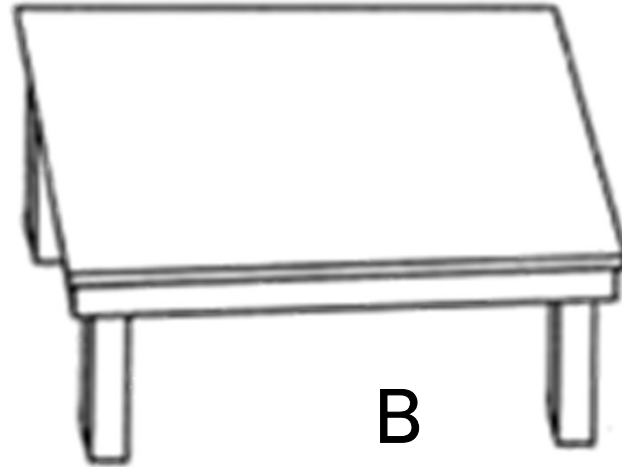
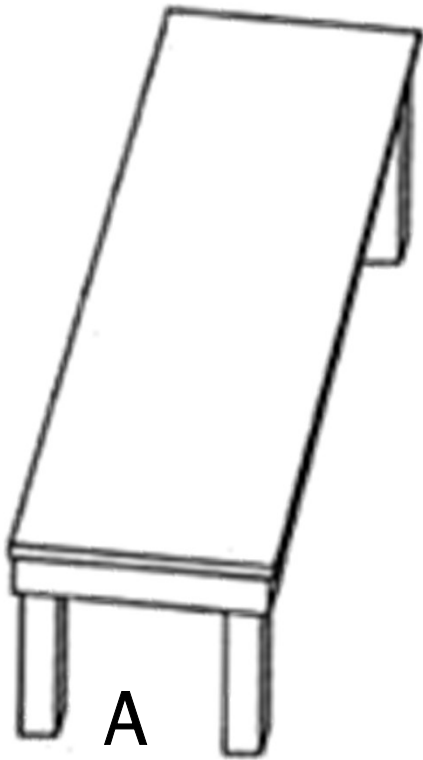
They're more likely to trust your guidance and advice.

Inspiration and Motivation

Your enthusiasm and dedication can motivate them to strive for growth.



The impact of your perspective



Where do we start

1.

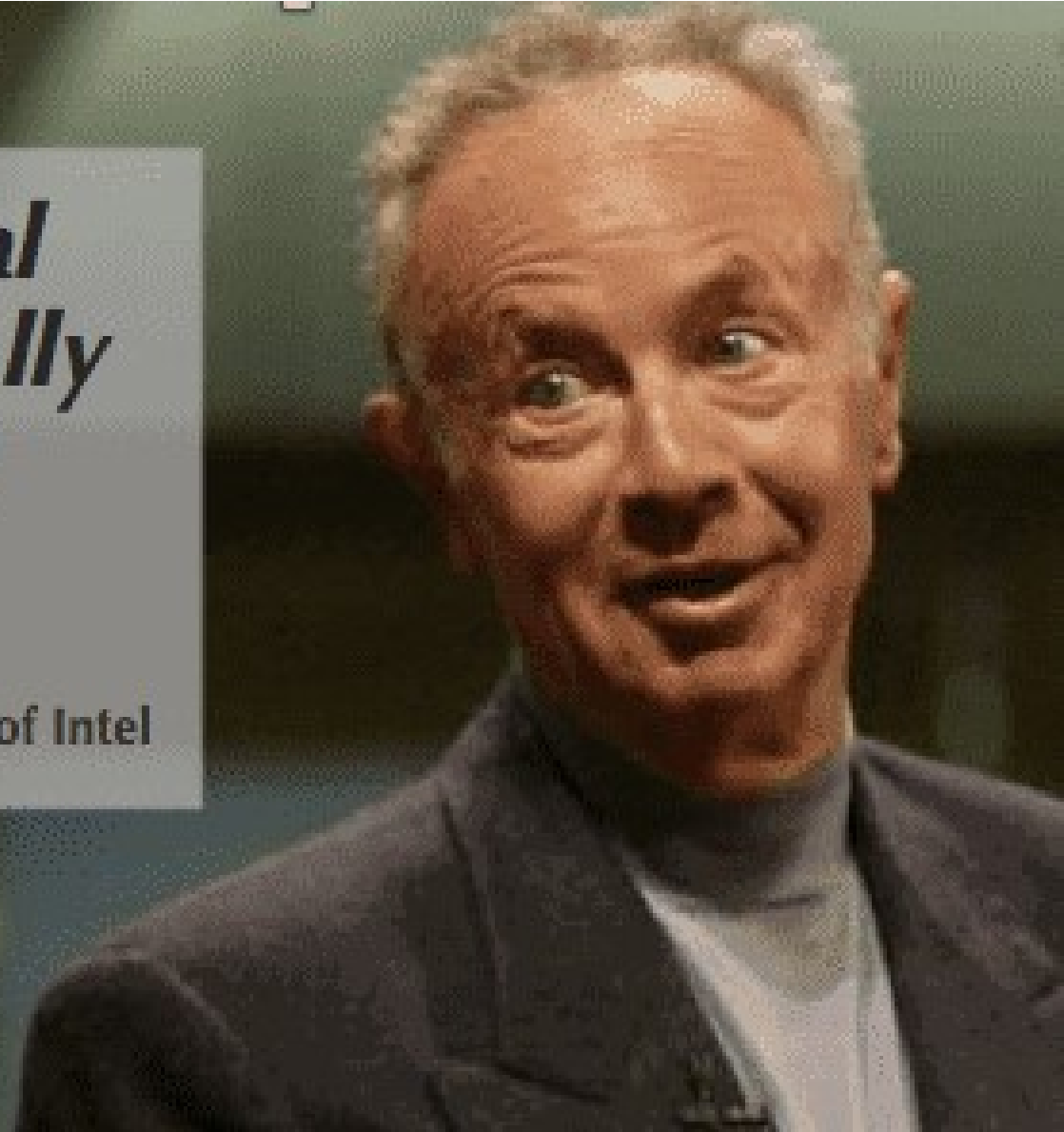
With ourselves

2.

Learn who our leaders are

“A given managerial approach is not equally effective under all conditions.”

– Andy Grove, former CEO & Co-founder of Intel



Get to know them



Individualize your approach

What works for one won't work for another

Follow up

Are you trustworthy to them?

Ask questions

Use stay interviews

Understand their strengths

Be a strengths-based leader

Where do we start

1.

With ourselves

3.


Understand where our
leaders are

2.

Learn who our leaders are

Where do managers need development?

How to:

- Motivate employees
 - Assert themselves to overcome obstacles
 - Create a culture of accountability
 - Build trusting relationships
 - Make informed, unbiased decisions for the good of the team and company
- 

Possible data points



Stay Interviews

Understand from staff why they stay, and how *their supervisor* can impact their employment

Skip level 1 on 1's

Learn where your leaders need development, improve communication, grow connection.

Exit Interviews/Surveys

Perform the autopsy.

Internal Promotion Data

Which of your leaders, produce more leaders.

360-degree feedback

Create a system where supervisor, peer, and subordinate give feedback

New Hire Surveys

How well have new staff been engaged.

Engagement/Satisfaction Surveys

Surveys from existing staff that collects overall company satisfaction and engagement.

Innovation and Initiative

Consider how often the manager or their team proposes new ideas.

Possible data points



Turnover Rates

High turnover could signal issues with management practices or team dynamics.

Conflict or Complaints

Frequency of conflicts or complaints can reflect a manager's ability to handle difficult situations.

Employee Recognition

Lack of employee recognition activities may signal where a team lacks support from their manager.

Response to Feedback

A manager's response to feedback or concerns can show their willingness to adapt and improve

Team Performance Metrics

Declining performance, outcomes, or other KPI impacts may signal a need for management growth.

High Absenteeism Rates

High absenteeism of team members may signal low morale or dissatisfaction.

Training Attendance

A lack of training completion on a team could signal a lack of initiative or awareness of growth opportunities.

What else?

What have you done, what have you seen be successful?

Where do we start

1.

With ourselves

3.

Understand where our
leaders are

2.

Learn who our leaders are

4.

Identify possible solutions,
actions, and assess.

Possible solutions

Leadership Development

Formal, informal, provided externally or internally.

Coaching

Formal, informal, provided externally or internally.

Peer Learning Groups

Peer groups or forums for managers to share experiences, challenges and best practices.

Team-Building Activities

Managers should participate, and lead these types of activities.

Mentors

Enhance self-discovery, increase feedback opportunities, provide social and emotional support

Stretch Assignments

What have you done, what have you seen be successful?

Tracking Tools

Tracking tools or project management can help managers and teams stay aligned.


What else?

What have you done, what have you seen be successful?



Action Plan

Case study – Supervisor A



Tenured leader, long organization history

Grown from within, majority of professional career in the same company, same supervisor, multiple roles

Turnover greater than 75%

Responsible for multiple departments, turnover of half of their departments is greater than 75% and trending upward YOY

Low engagement & satisfaction scores

Staff identify lack of trust in “upper” leadership, identify strong alignment with department leader (Supervisor A's subordinate). Exit interviews reflect negative “upper” leadership relationships.

History of Leader Development

Prior subordinates promoted, strong mentoring relationships

The “doer”

Described as the “doer” – great at developing process and policy. Task focused.

Workload imbalance

Completing subordinate's workload including disciplinary actions, completing IEP's.

Case study action plan



What:	Details:	By When:





Things to keep in mind

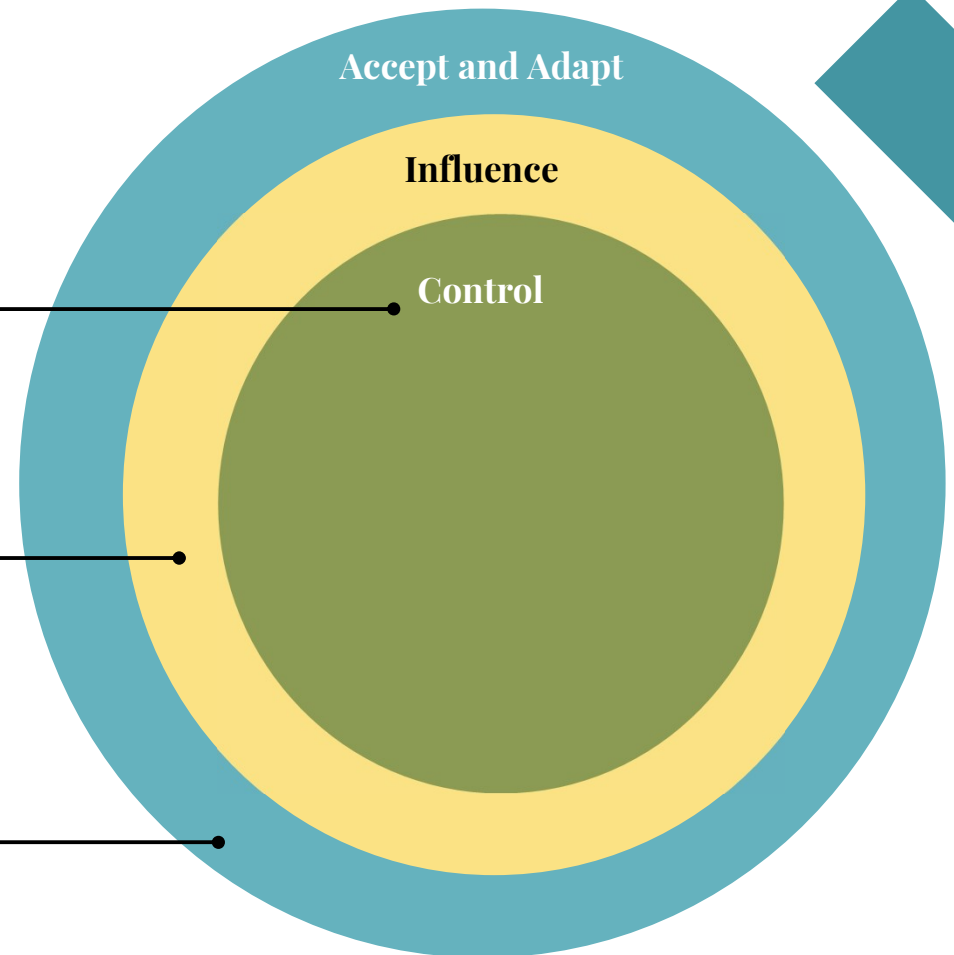


Circle of Control

What you can directly **control** using your skills and knowledge

What you can **influence** through your expertise and network of relationships

What you can neither control nor influence and instead need to **accept and adapt** accordingly





Questions?

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