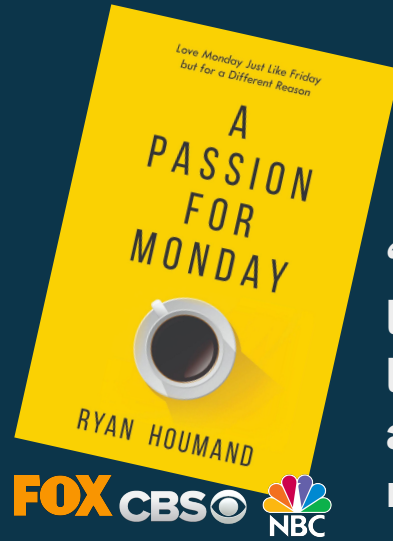


5 Skills Managers Need to Lead Growth-Minded Teams

September 6, 2022

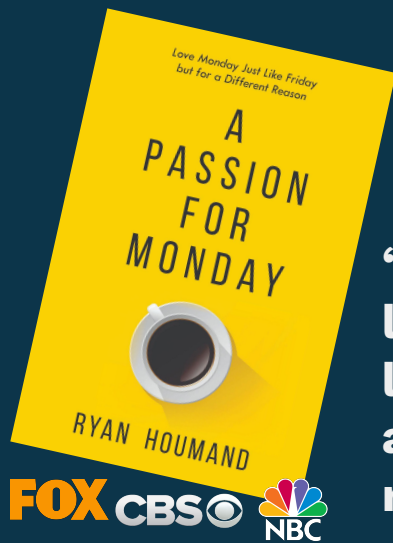


“Everyone should love Monday just like Friday but for a different reason.”

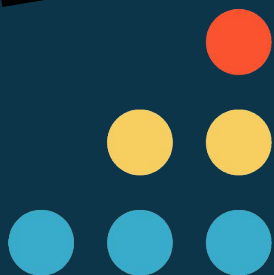


me

monday



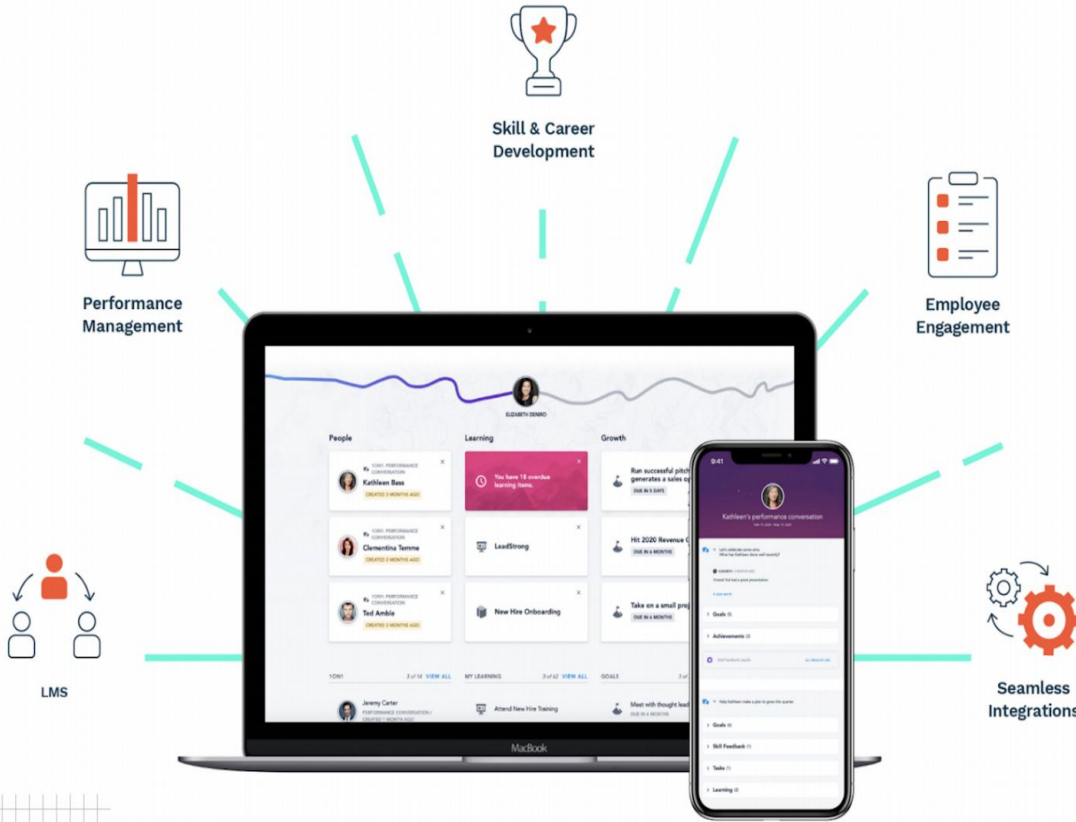
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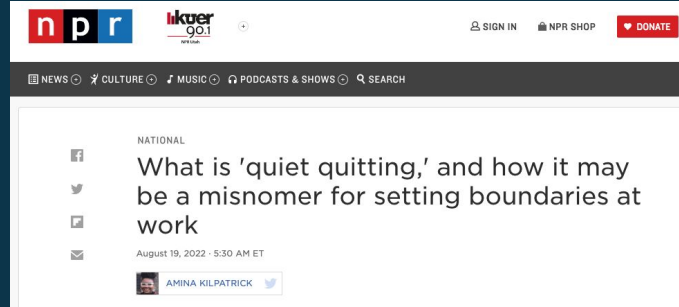


BRIDGE

Learning + Performance Platform

Bridge is a Learning & Performance platform that transforms organizations by enhancing peer-to-peer connection, improving performance alignment, and empowering skill & career growth





Quiet Quitting



From a post on LinkedIn
this week:

“The ‘**Quiet Quitting**’ thing is funny to me. I think the real conversation should be around “**Quiet Firing**” as it is rampant.”

**SMONDAY:
THE MOMENT WHEN
SUNDAY STOPS FEELING
LIKE SUNDAY AND
THE ANXIETY OF MONDAY
KICKS IN.**

A close-up photograph of a person's eyes, looking directly at the camera with a serious, somewhat somber expression. The eyes are dark, and the skin around them is fair. The lighting is soft, highlighting the texture of the skin and the intensity of the gaze. The image is partially obscured by text on the left side.

Quiet Firing

“You don’t receive feedback or praise. You get raises of 3% or less. Your 1:1s are frequently cancelled or shuffled around.”

WEDNESDAY

Quiet Firing

'wɛnzdeɪ, -di/

“You don't get invited to work on cool projects or stretch opportunities”

1. Still not Friday

A woman with dark hair is lying in bed, partially covered by a white sheet. She has a wide-eyed, startled expression on her face. In the foreground, a round alarm clock is visible on a bedside table. The overall scene is dimly lit, suggesting a morning wake-up.

Quiet Firing

“You’re not kept up-to-date on information that is relevant or critical to your work.”



BUSINESS JOURNAL

Why Great Managers Are So Rare

Companies fail to choose the candidate with the right talent for the job 82% of the time, Gallup finds



If we miss in the hiring **82%** of the time, we have to make up for that in **skills development**

Why should L&D care about manager skills?



Top Challenges for new managers...

- **32%** worried about balancing individual responsibilities with the need to oversee staff
- **19%** said it was most difficult to manage friends and former peers
- **17%** found it challenging to motivate teams
- **16%** prioritize projects
- **16%** meet higher performance expectations

-2016 Survey of CFO's by Robert Half

“How L&D can provide the one thing new managers need”

“Those in charge of learning must be **champions of development**, influencing senior management to provide resources and commitment to **ensure every new manager’s success**, whether those managers are new to the company or new to the role.”

“How L&D can provide the one thing new managers need” - *HRDrive.com*

What made you decide to attend this webinar?

What do you hope to get out of it?

5 Skills Managers Need to Lead Growth-Minded Teams

1. **Motivate** with Vision
2. **Assertiveness** to Drive Outcomes
3. Culture of **Accountability**
4. **Relationships** of Trust
5. **Decision Making** based on Productivity

#1 Motivate with a Vision



Motivate with a Vision


Fallacy: We assume because the manager got the job, they know how to do the job.


Development Solution:


- Teach them how to effectively coach.
 - Ask more than direct
 - Get the vision; share that vision





Motivate with a Vision – Tools

▼ Darryl & Roy's Shared 1on1 Agenda

 Where would you like to see yourself in 1 to 2 years?

 > Review Career Vision

 What are your biggest obstacles right now?

 What's the most important thing we should talk about today? + ADD NOTE   


[+ ADD AGENDA ITEM](#)

> **Tasks** 2 TASKS


> **Roy's Goals** 1 GOAL


> **Roy's Achievements** 1 RECENTLY ADDED


> **Roy's Learning** 4 LEARNING ITEMS


[COMPLETE 1ON1](#) 


▼ Darryl & Roy's Shared 1on1 Agenda

 Where would you like to see yourself in 1 to 2 years?

 > Review Career Vision

 Review Development Plan

 What are your hobbies?

 *Type to filter questions*

< TOPICS **Professional Growth** 6 Questions

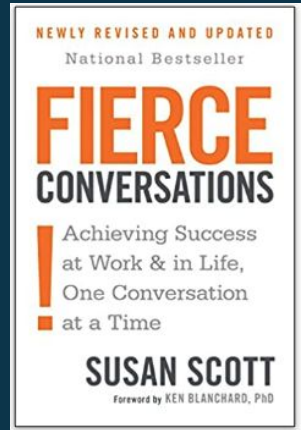
What work are you doing here that you feel is most in line with your long term goals?

What area of the company would you like to learn more about?

What skills would you like to develop right now?

Do you feel challenged at work? If so, what are the challenges?

Select all (6) CANCEL [ADD 2 QUESTIONS](#)



#2 Assertiveness to Drive Outcomes



Assertiveness to Drive Outcomes

Fallacy: We assume because the manager got the job, they stand up for their rights and the rights of their team.

Development Solution:

- Teach them how to effectively **communicate** up, down and across the organization
 - Ask questions to seek their own understanding of top down “directives”.
 - Transparency

Assertiveness to Drive Outcomes - Tools

The screenshot shows a goal creation form with the following fields and options:

- Goal Title ***: "Deferral of Merit Increases for 18 Months" (highlighted with a red circle)
- Description**: "How would you describe this goal?"
- Date ***: "Start Date" and "Due Date" (both marked as required)
- Status ***: "No Status"
- Weight**: "0%"
- Alignment**: "Company Goal: Maintain AAA Stock Rating" (highlighted with a red circle)
- Goal Cascade**: "Create this goal for: My direct reports only All direct and indirect reports" (with an information icon)
- Buttons**: "CANCEL" and "CREATE GOAL"



#3 Culture of Accountability



Culture of Accountability

Fallacy: We assume because the manager got the job, they know how to handle **performance and behavior** issues.

Development Solution:

- Teach them how to effectively have **difficult conversations**
 - Get the facts
 - State the facts without judgement
 - Ask for clarification
 - Take appropriate action

Culture of Accountability - Tools

Check your skill coverage

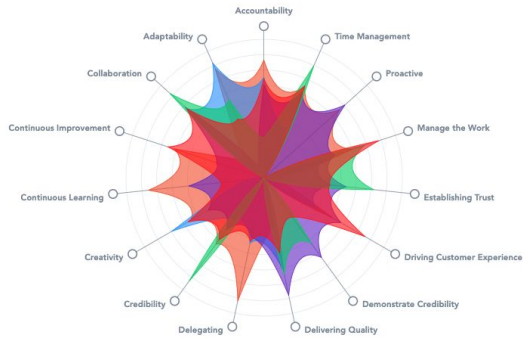
Choose team members and skills to see if your team is covered

Compare: WAREHOUSE TEAM MEMBER ▾

Warehouse Team Member
Core Job Skills

Select more skills ▾

- Donald
- Helen
- Roy
- Ryan
- Sandra



Pam's performance conversation

Jan 18, 2022 - Jan 27, 2022

Let's celebrate some wins.
What has Pam done well recently?

PAM 7 MONTHS AGO
I'm very proud of my many wins.

DARRYL 7 MONTHS AGO
You should be.

+ ADD NOTE

> Goals (1)

> Achievements (1)

Add feedback results

ALL RESULTS (4)

Updated with New Approaches for Today's Communication Challenges
OVER 5 MILLION COPIES SOLD

crucial
conversations
THIRD EDITION



TOOLS FOR TALKING WHEN
STAKES ARE HIGH

JOSEPH GRENNY • KERRY PATTERSON • RON MCMILLAN
AL SWITZLER • EMILY GREGORY

#4 Relationships of Trust



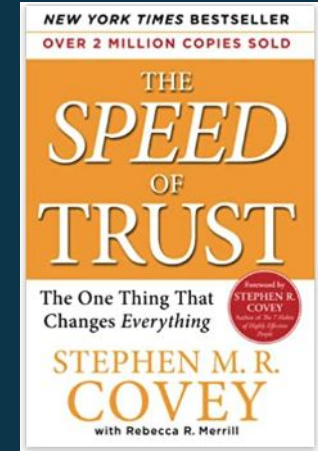
Relationships of Trust

Fallacy: We assume because the manager got the job, they know how to build relationships of **trust** and **transparency**.

Development Solution:

- Teach them how to establish trust through interactions.
 - Take an interest, personally
 - Understand the concerns of each member of the team
 - Individualize the approach

#5 Relationships of Trust - Tools



#5 Decision Making



Decision Making

Fallacy: We assume because the manager got the job, they know how to make productivity-based decisions.

Development Solution:

- Teach them how to measure what matters.
 - Decisions are easy with data
 - Hard conversations are easy with data

Decision Making - Tools

Current open cycle: **September 1, 2022** [EXPORT CSV](#)

Filters: [My Team \(7\)](#) x

	UNDERPERFORMING	STEADY CONTRIBUTION	HIGH IMPACT
LEADER			
TEAMMATE			
DETRACTOR			

Results

▼ Darryl & Roy's Shared 1on1 Agenda

- Where would you like to see yourself in 1 to 2 years?
- > Review Career Vision
- What are your biggest obstacles right now?
- What's the most important thing we should talk about today? +

[+ ADD AGENDA ITEM](#)

- > Tasks
- > Roy's Goals
- > Roy's Achievements
- > Roy's Learning

[COMPLETE 1ON1](#) ⓘ

Surveys

[SURVEY ADMIN](#)

RECENT SURVEYS
Q2 2022 Bridge Engagement Survey ▼

OVERALL SCORE: **84** PARTICIPATION RATE: **60%** HIGH/LOW FACTOR SCORES

COMMENT ANALYSIS

[DIG DEEPER](#)

Factor	Score
COMPANY	88
COLLABORATION	87
RECOMMEND	85
CONTRIBUTION	83
RETAIN	79
EXPLORATION	79

Connection - Alignment - Growth

Committed - Enthusiastic - Involved

Engaged

Engaged = Growth

Why do we care about Engagement?

Engagement: Top Quartile v. Bottom Quartile Companies

- 41% lower **absenteeism**
- 10% higher on **customer satisfaction**
- 21% higher in **profitability**
- 17% higher in **productivity**
- 24% lower **turnover** (in high-turnover organizations)
- 59% lower **turnover** (in low-turnover organizations)
- 28% less **shrinkage**
- 70% fewer **employee safety** incidents
- 58% fewer **patient safety** incidents
- 40% fewer **quality defects**
- 20% higher **sales**

One Suggestion Building Manager Skills

Hold a Manager Boot Camp:

- **Week-long, intensive training**
- **Work on skills**
- **Roll out tools**
- **Managers gain exposure if not mastery to all these concepts**



Ask yourself these questions...



1. Are we developing our managers?
2. Do our managers have the 5 skills?
3. How can we train these 5 skills?
4. Do we have tools to support the skills training?

1. *Motivate with Vision*
2. *Assertiveness to Drive Outcomes*
3. *Culture of Accountability*
4. *Relationships of Trust*
5. *Decision Making based on Productivity*

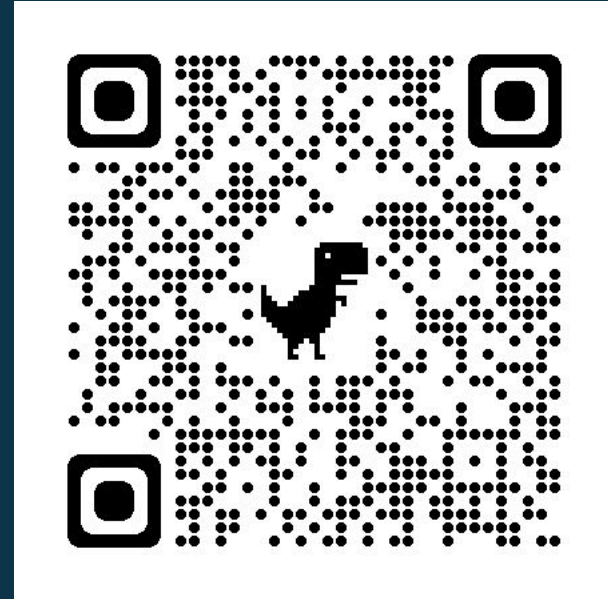
Questions

Thank you!

Ryan Houmand

GetBridge.com

Want a copy of the slides? - PDF will be mailed to everyone following the webinar.



QR Code for my information