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What Are You Measuring for Manager Performance?

- Output of functional area managed?
- Budget targets (revenue and/or expense management?)
- Performance of direct reports?
- Customer satisfaction?
- Process compliance?

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What Metrics do Your Managers Have for People Development?



- Retention?
- Growth?
- Speed to proficiency?
- Employee satisfaction?
- Training attendance, application?

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What Metrics do Your Managers Have for Their Own Development?

- Growth?
- Readiness for Next-Level Responsibilities?
- Cross-Functional and Soft Skills Development (transferable skills)?
- Leadership Development?

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Putting PEOPLE First

Build the people who will build the business.

If you want profits, products, projects, processes, problem-solving, or improved outcomes... you'll have to put PEOPLE first. Because it's PEOPLE who make everything else happen!



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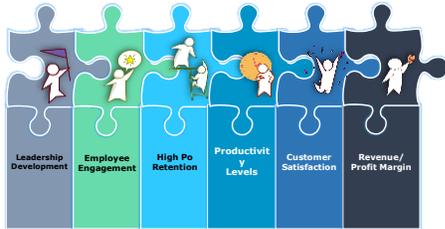


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The Domino Effect



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Summary of Benefits

Organizations with above-average levels of employee engagement also reap:



- **38% above-average productivity,**
- **50% higher customer loyalty levels,**
- **50% higher sales, and**
- **27% higher profits**

- The Impact of Engagement, Gallup

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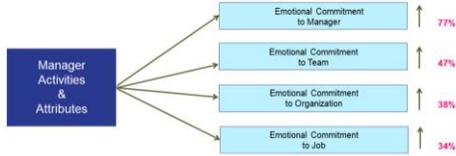
Emotional Commitment

"**Emotional commitment** drives effort. Emotional commitment is **four times as valuable** as rational commitment in producing discretionary effort. Indeed, the search for a high-performing workforce is synonymous with the search for **emotional commitment.**"

- Corporate Executive Board

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Manager Impact on Commitment



"The manager has tremendous impact on employees' level of commitment to the team, organization and job."
The Corporate Leadership Council

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Employee Enablement

Definition:

To make able or ready; To give power, means, capability, competence or authority; To make possible or easy; To equip



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Employee Ennoblement

Definition:

To elevate in excellence or degree; To respect or dignify; To place a high value on; To exalt or honor.



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The Building Block of Trust

"Great places to work have high levels of **trust and engagement**.

Trust goes both ways: Employees have an implicit trust in leaders to make the right decisions for the organization - including its people - while **leaders trust employees** to put the organization's needs first as they interact with customers, vendors and partners.

Leaders demonstrate that trust by clearly **communicating** about the company's challenges as well as its successes and **by pushing decision-making power downward**. That trust contributes greatly to a sense of engagement. Armed with a clear view of the state of the business, invested in the company's success and loyal to their colleagues, workers see themselves as being a part of something greater—the **company's mission and its values**.

- Mark Feffer, SHRM, What Makes a Great Employer?

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People First Strategy #1

Enable by Delegating for Development

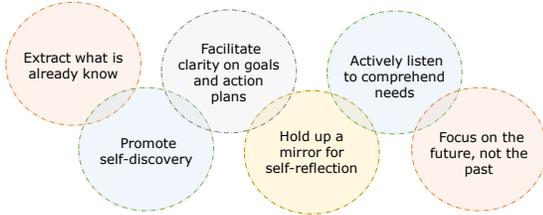
1. Selecting a delegate for an assignment.
2. Granting sufficient authority to delegate.
3. Setting clear and specific goals, protocols.
4. Enabling the delegate to achieve the goals.
5. Being a resource to support the delegate.
6. Assessing the delegate's performance.
7. Giving recognition for contributions made.
8. Maintaining responsibility for outcomes.



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People First Strategy #2

Enable by Coaching for Development



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People First Strategy #3

Enable by Training for Skills + Development:



- On-boarding: Values and Fundamentals
- Soft Skills
- Business Acumen
- Hard Skills
- Development for Next Level
- Emerging Leaders

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People First Strategy #4

Enable by Team Development:

- What is Team Effectiveness?
- Developing People with Team Opportunities
- Form – Storm – Norm – Perform
- Collaboration
- Negotiation
- Project Leadership



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People First Strategy #5

Enable by Connecting in 1-to-1 Meetings:



- 1-to-1 Meetings (Manager: Direct Report)
- Giving Quality Feedback
- Candid Conversations
- "Do I Belong Here?" connections
- Clarity, Expectations

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Soft Skills for Managers

Definition:

Soft skills are "the personal attributes that enable someone to interact effectively and harmoniously with other people."

These attributes include a broad and combined range of people skills, communication skills, personality traits, habits, attitudes, social intelligence, emotional intelligence, team orientation, cognitive processing of information, and ability/willingness to tolerate ambiguity and rapid change.

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Soft Skills for Managers

	Hard Skills	Soft Skills
<i>Measured by:</i>	IQ	EQ
<i>Situationally, the rules and norms</i>	Stay the same	Change
<i>You learn it:</i>	In the classroom	On the playground
<i>Those who excel are called:</i>	Smart	Popular
<i>Personality stereotypes include:</i>	Introvert	Extrovert
<i>Expectations include:</i>	Logical	Creative
<i>Also called:</i>	Left-brained	Right-brained
<i>Serve you well when:</i>	Working alone	Working with others

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People First Strategy #6

Ennable by Getting Acquainted:

- Boss vs. Buddy
- Availability = Trust
- Mentoring
- Who's Who
- Cross-Functional Connections/Support
- Company Values



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People First Strategy #7

Ennable by Making Every Voice Count:

- Inviting Dissenting Opinions
- Mining for Conflict to Avoid Groupthink
- Value on Using Your Voice and Permission to Do So Safely
- Boosting Confidence & Competence
- Asking Questions
- Listening Empathetically

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People First Strategy #8

Ennable with Shared Vision:

- Shared Aspirations and Vision
- Getting Input
- Showing Others How Their Interests Can Be Realized
- Inspire (Breathe Life into)
- What Do YOU Think?
- Consistent, Clear Vision

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People First Strategy #9

Ennable by Linking Tasks to Vision:



- What Can I Contribute?
- How Does the Work I Do Serve the Vision and Advance the Mission?
- Am I Noticed? Am I Special? Am I Important?
- Do I Belong Here?
- What If I Weren't Here?

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People First Strategy #10

Ennable by Recognizing and Rewarding:

- Effort vs. Achievement
- Encourage, Affirm, Dignify
- PNR
- Reinforcement
- Timely, Personal and Meaningful
- Feels Good to Give!



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**Measuring What Matters:
Driving Employee Development Success**

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