

# Developing, Engaging, and Understanding Tomorrow's Managers

October 30, 2018

# GALLUP

At least **75%** of the reasons  
for **voluntary turnover**  
can be influenced by  
**managers**

# GALLUP

## The #1 reason? Career advancement

# Multigenerational workforce:

- Gen Z
- Millennials
- Gen X
- Baby boomers

Many **millennials** feel  
they **don't have** the  
right management  
**skills**

# Bridge: Setting the Stage

- Manager conversations matter
- Quantity AND quality
- Growth conversations
- Transitioning to career development

# Manager Conversations Matter

- 163 responses
- 72% of time reported in 1:1 conversations with managers was dedicated to **status conversations**
- People crave conversations about **growth**

# Key Takeaways

- Better conversations lead to **higher levels of engagement and retention**
- Scheduled conversations should have a **shared agenda**
- Healthy balance between **status and substance**
- **Frequency and quality** of conversations matter

# Growth Conversations

- How can we make these conversations **better**?
- Focus on **what matters** to the employee
- Align **performance** and **growth objectives**
- Use **tools** that help **build trust**



# Frequent Conversations

What should we be talking about?

## Status

- These conversations help managers to know what you've been doing and what you'll be doing next. They are often focused on the short-term.

## Substance

- These conversations help deepen the connection you have with your manager and focus on coaching, development, and growth

# What makes a great manager?

## Gallup finds that **great managers** have the following talents:

1. They **motivate** every single employee to take action and engage employees with a compelling mission and vision
2. They have the **assertiveness** to drive outcomes and the ability to overcome adversity and resistance
3. They make **decisions** based on productivity, not politics
4. They create a culture of clear **accountability**
5. They build **relationships** that create trust, open dialogue, and full transparency

# Motivation:

## Understand what drives your employees

# Reasons employees learn

- **“I have to”**
  - Compliance and onboarding
- **“I want to get better”**
  - Skill/role mastery
- **“I want to get somewhere”**
  - Career development

# Consider these questions

- Are they **engaged**?
- Do they have **strong relationships** with their employees?
- What **skills** do they need?

# Discovery Process

One Approach

## OPEN ENDED CONVERSATIONS

Start with a broad set of questions and dig deep.  
Don't try too hard to find insights too quickly

## SYNTHESIZE CONVERSATIONS

Review all of the conversations and synthesize findings into groups. Allow the structure to emerge.

## IDENTIFY INSIGHTS

Analyze synthesis and structure looking for insights.  
Question everything and find ways to dive deeper.

## REFINE DISCUSSION GUIDE, USE MODELS

Refers to a good or service being offered by a company, ideally a product.



Age: 31

Degree: Political Science and Spanish @ Wooster

Job: Account Manager - International Clients

Since College this is her fifth job. Graduated in 2008.

**What is the farthest out you're career planning?**

Not sure I think about it long term, I kind of look at my current career and think about how I can take it to the next level. In 2008 things sort of went south, and since then I've just sort of taken things one step at a time. I don't really have a plan for the end of my career.

**Any particular direction you're hoping they'll take you?**

I'm kind of in the middle, I just started managing and thought I was going to go that direction. It was great experience, but after that I've been rethinking if I want to do management. Maybe just have my own clients.

I haven't found out yet what my perfect job is it, I enjoy many aspects of my current role, and I've changed things a lot over the last 3 years since I like to change it up, but I don't really have a long term vision of my perfect job.

**What do you care about?**

Helping other people, help them find their strengths and be successful with whatever platform they're using. Connecting people, building relationships, earning money. I like the flexibility of my current job.

**Is there anything that would bring more clarity to your career vision?**

For me, what would play a really good role is if I could find a good mentor, someone who could help me, who I admire and I could figure out what they're doing, and I could do what they're doing. In every job I've had I've grown most when I have a growth mentor. In college one of my favorite

Anything else that v  
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# Open Conversations

## PEOPLE IN A LOT OF ROLES

We talked to people all over the country in a number of different roles from lots of companies.

## THREE BIG QUESTIONS

How did you get to this place in your career? What does the pinnacle of your career look like? How do you plan to get there?

## DEEP LISTENING

Listening is hard work. You need to lean into the conversations and make sure that you're not inserting your opinions.







# Synthesize Convos

## DEEP WORK

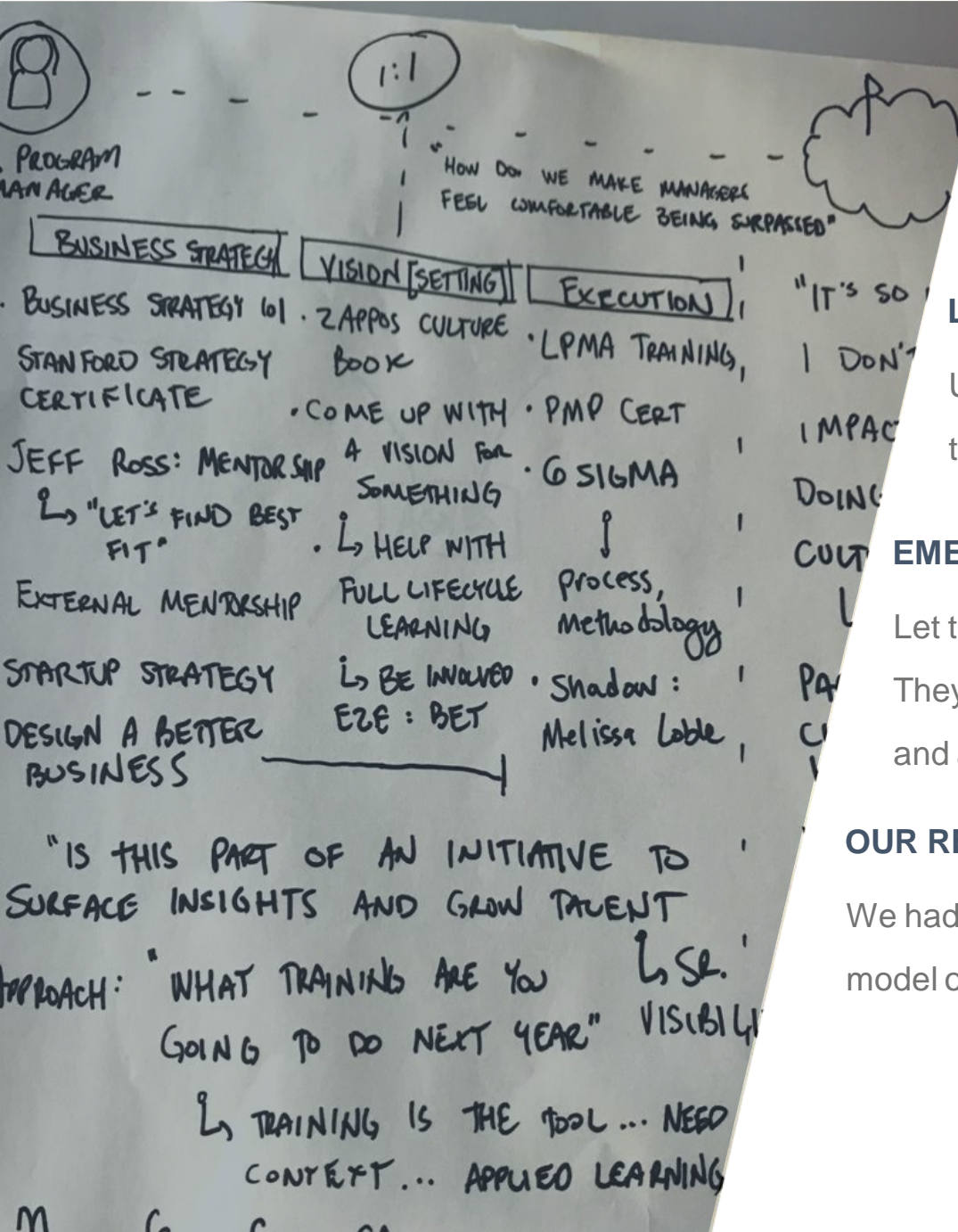
You need time and space to go through the conversations and pull out every meaningful bit.

## EMERGENT STRUCTURE

Don't impose structure and groups on the synthesis until it emerges. This should jump off the page.

## OUR INSIGHTS

Employees spent a lot of time talking about values, people, and the type of work they enjoy doing and very little about roles.



# Paper Prototyping

## LOW-FIDELITY MODELS

Use the most basic model that you can to learn what you need to learn.

## EMERGENT STRUCTURE

Let the user guide the design of your prototype. They will have ideas and you should use them and adapt.

## OUR RESEARCH

We had 25 conversations like this to see if our model of career development would work.



# Identify Insights

## LONG-TERM VISION

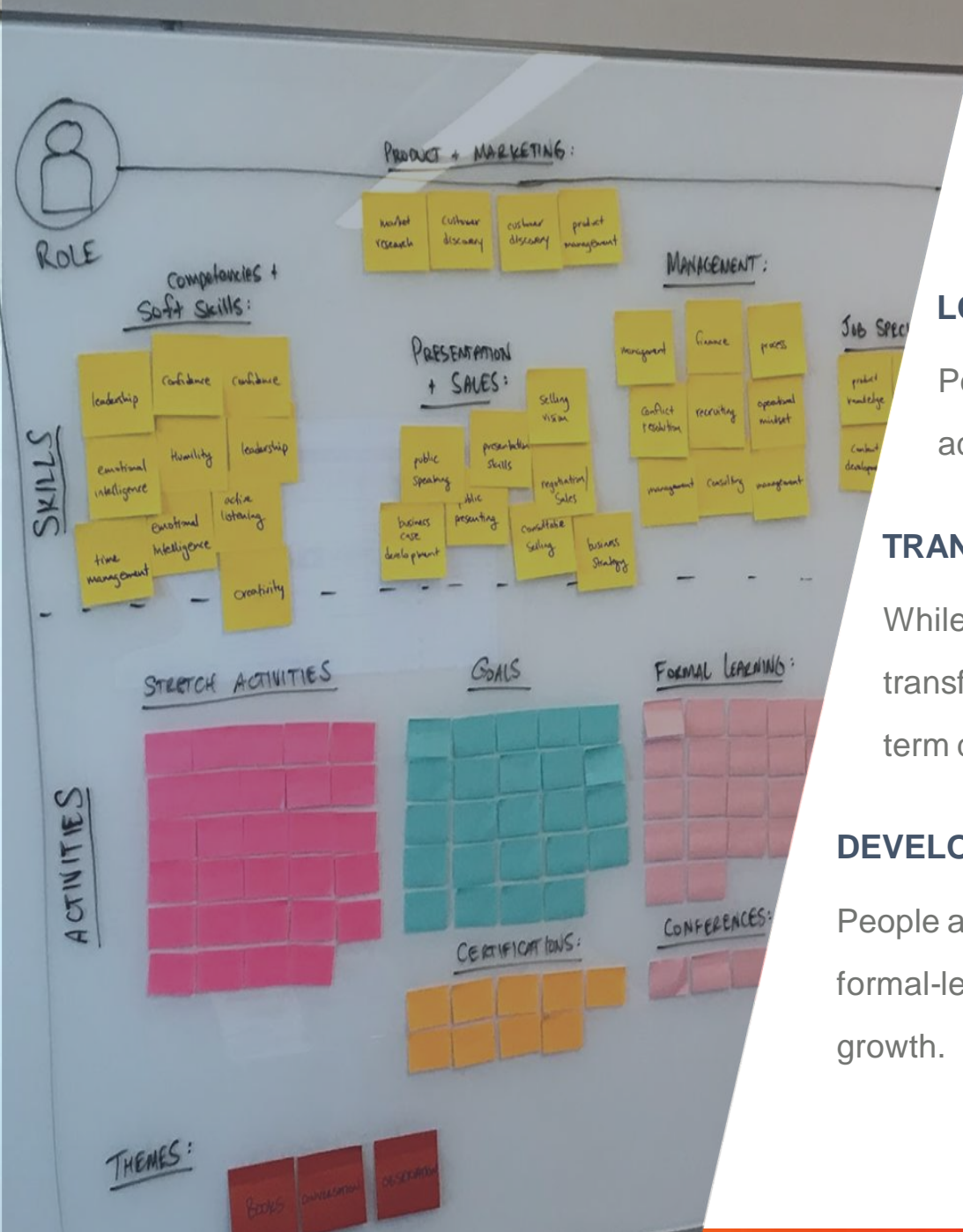
People are more interested in drivers and activities than they are in skills and roles.

## TRANSFERABLE SKILLS

While people need job-specific skills, they perceive transferable skills as more important to their long-term development.

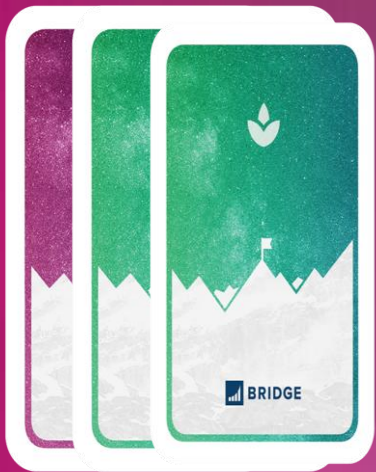
## DEVELOPMENT NEEDS

People are looking for stretch activities, mentorship, formal-learning, and practice to accelerate career growth.

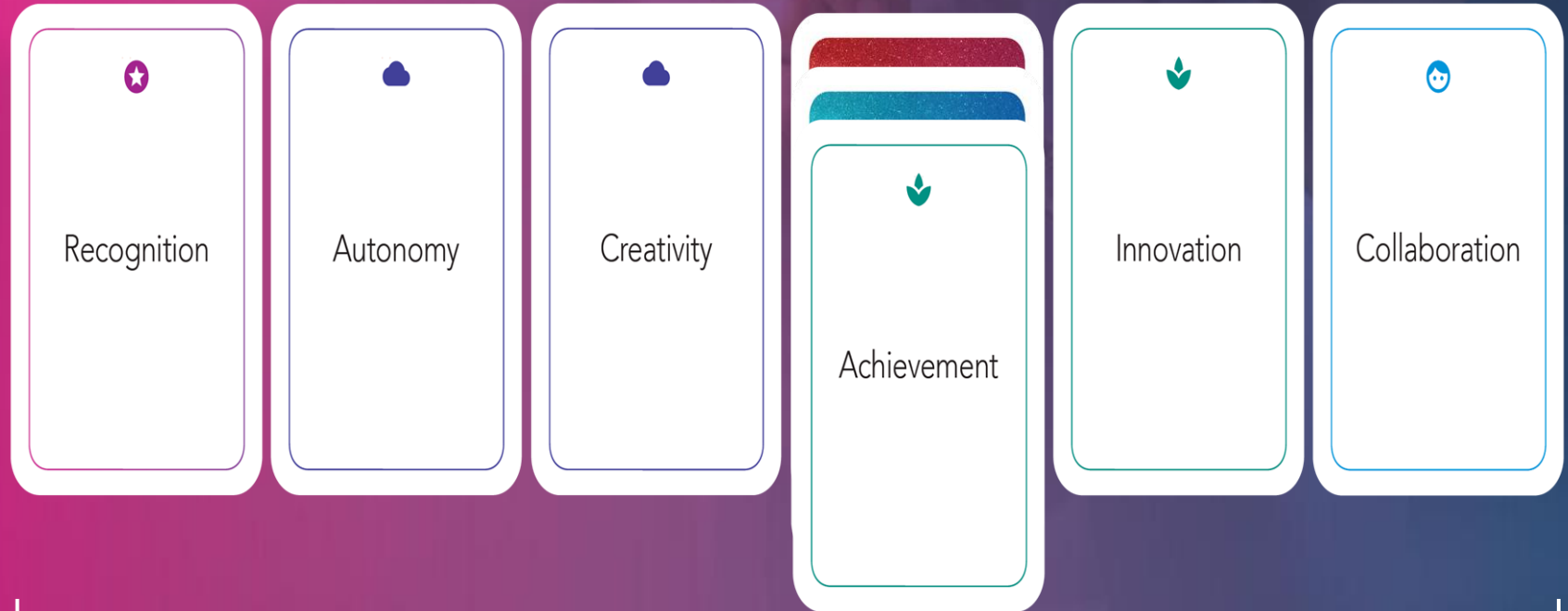






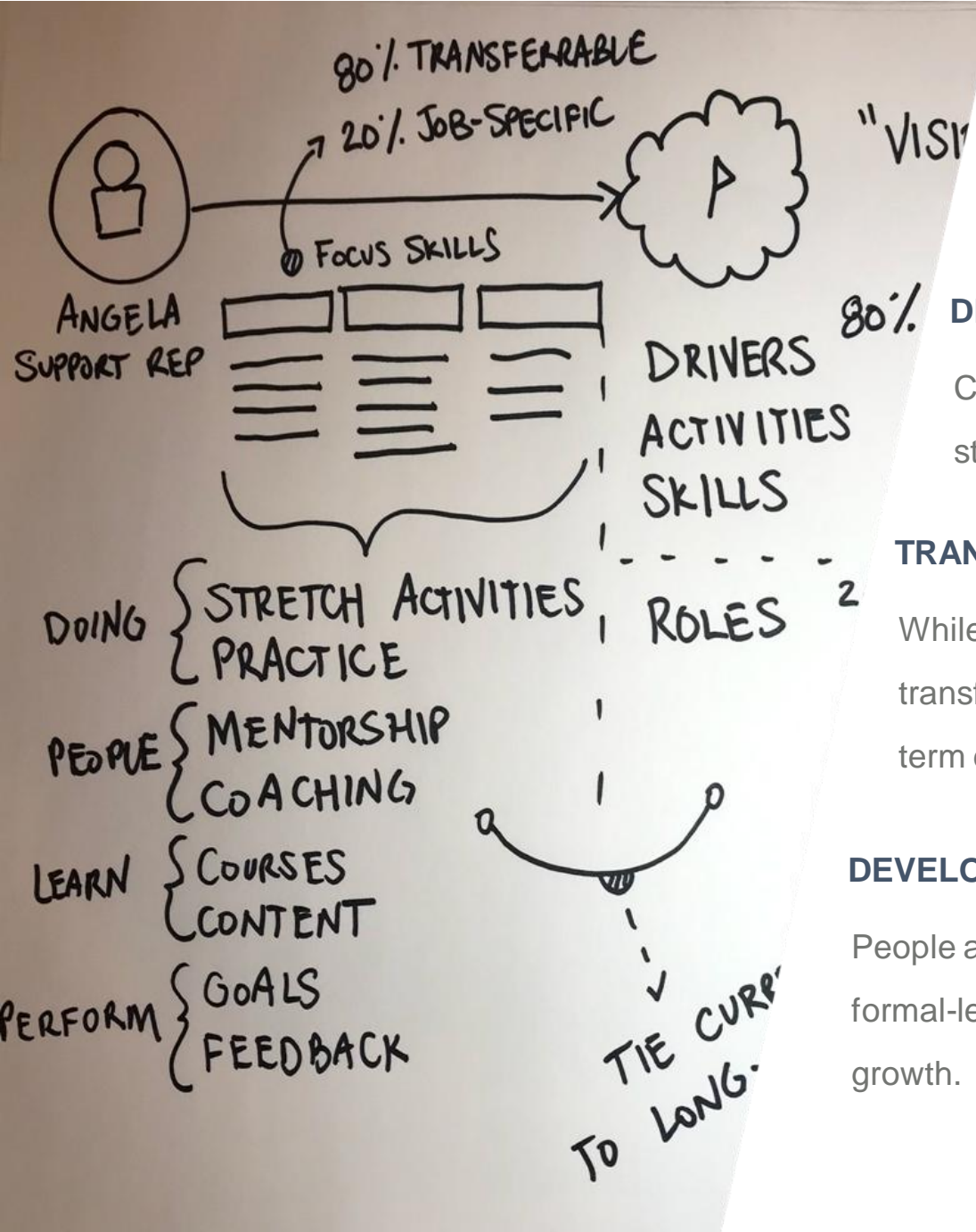


# Career Drivers



Most important

Least important



# Our New Model

## DRIVERS FIRST, ROLES LAST

Career development conversations should start with drivers and end with roles.

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WHOLE FOODS MARKET

KU THE UNIVERSITY OF KANSAS

ExxonMobil

Zappos.com

Disney

amazon

HYATT

PURDUE UNIVERSITY



Northwestern University

Emirates

CDC CENTERS FOR DISEASE CONTROL AND PREVENTION

What **drives** your  
employees?

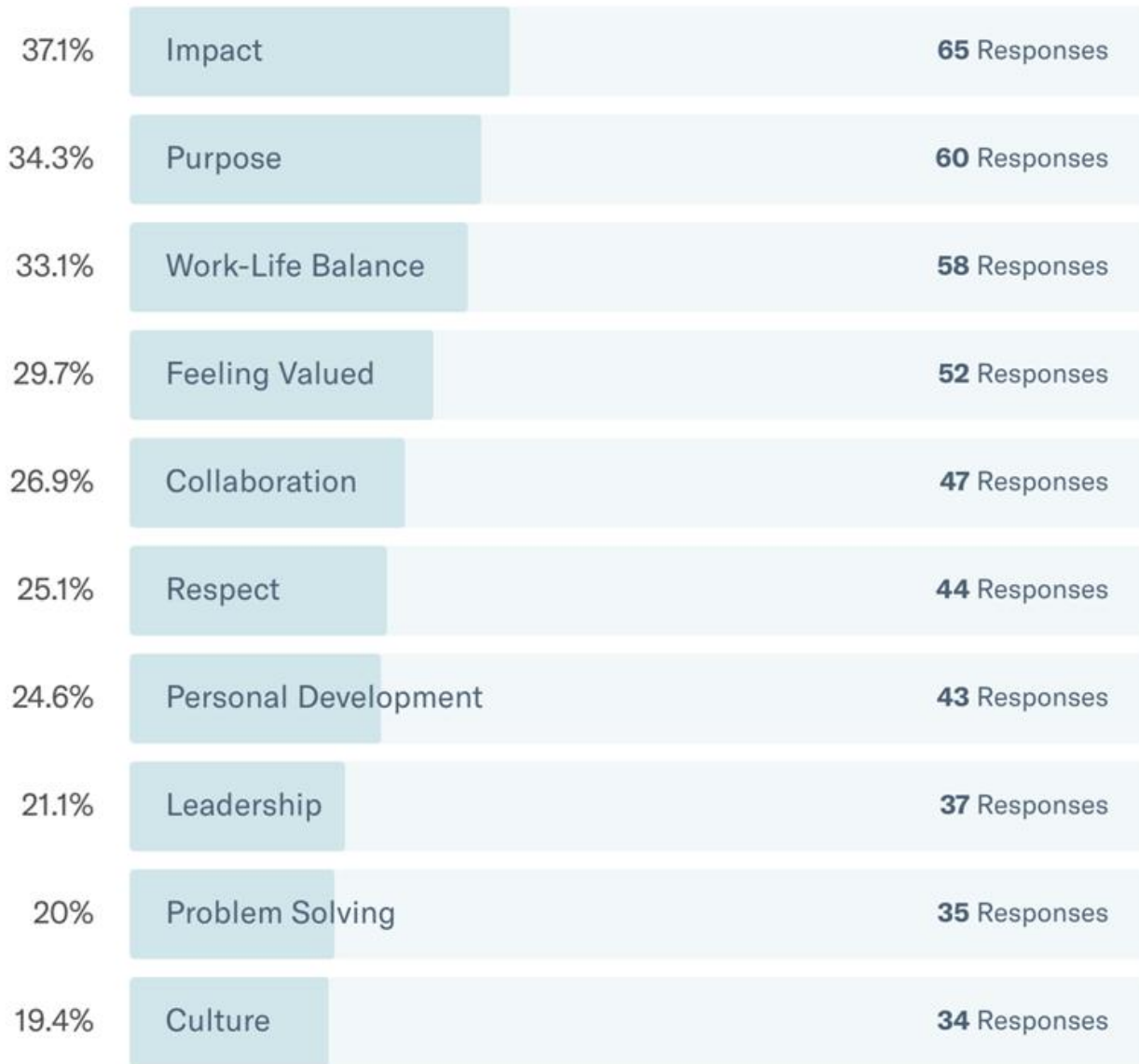
# Relationships = Employee Drivers

## Driver Conversations

- **Easy** to administer
- **Frequent** review
- Foundation for **trust**
- **Deep insights**

[www.bridgedrivers.com](http://www.bridgedrivers.com)





# CEB Research

What are the best types of managers?

# Teacher Managers

- Develop employees based on **expertise**
- Provide **advice-oriented** feedback
- Direct **employee development**

# Always On Managers

- **Continuous, frequent coaching**
- **Drive employee development**
- **Give feedback** across a breadth of skills



# Connector Managers

- **Introduce** employees to others for **coaching and development**
- Create a **positive team environment**
- Provide **targeted feedback**

# Cheerleader Managers

- **Hands-off approach**
- Give empowering, **positive feedback**
- **Enable** employees to **direct** their own development

**Poll:**  
What type of **Manager** do  
you think is best?

# What type of Manager do you think is best?

Select one:

- Teacher
- Connector
- Always On
- Cheerleader

# Connector Managers

- Introduce employees to others for coaching
- Create positive team environment
- Provide targeted feedback

# How can we develop Connector Managers?

# Develop managers who can diagnose employee needs

- Determine **individual** employee development needs and interests

# Equip managers to foster team development

- **Continuous, frequent coaching**
- Drive employee **development**
- Give **feedback** across a breadth of skills



# Enable managers to improve connection quality

- Empower managers with **tools and processes** to increase quality of those connections

**Relationships =  
Trusting &  
Transparent**

- Regular cadence of meetings
- Archived task list
- Creating trust — accountability on both ends
- Peer-to-peer trust building

The screenshot displays a digital interface for managing a shared agenda and tasks. It is divided into two main sections: 'Shared 1to1 Agenda' and 'Tasks'.

**Shared 1to1 Agenda:**

- Item 1: 'Fall Marketing Campaign Questions' with a sub-note: '4 past agendas with this talking point. Look back' and a '+ ADD NOTE' button.
- Item 2: 'Taking more of a leadership role'.
- Item 3: 'Is there anything about your job you would like to change?'.
- Item 4: 'Extra training I can do to improve my leadership skills'.
- A '+ ADD AGENDA ITEM' button is located at the bottom of this section.

**Tasks:**

- Task 1: 'deadline' (checked), Assigned to Shane Guyman, Due 16/11/2017.
- Task 2: 'Go do some training' (checked), Assigned to Shane Guyman, Due 11/01/2018.
- Task 3: 'Leadership Course' (unchecked), Assigned to Albert Candari, Due 07/02/2018.
- Task 4: 'Do your safety training' (unchecked), Assigned to Shane Guyman, Due 23/02/2018.
- Task 5: 'speak to product...' (unchecked), Due 22/03/2018.
- A '+ ADD TASK' button is located at the bottom of this section.

## My team



**Patricia Stone**

Sales Support Specialist

 **NEW**

Mark is new to your team.  
Best get to setting up 1on1's

[CREATE AGENDA](#)



**Shane Guymon**

Sr. Sales Representative

Tasks

**3**

to do

Achievements



this year

Last 1:1

**50**

days ago

[VIEW AGENDA](#)

[START 1ON1](#)



**Mark McDonald**

Sales Representative

Tasks

**10**

to do

Achievements



this year

Last 1:1

**45**

days ago

[CREATE AGENDA](#)



## Shane's 1:1 with me

Me

Achievement



### Agenda

Plan for the Marketing campaign for 2017

Discuss completing the onboarding process for the team

Exceeded sales quota by 17%

### Tasks

Update roadmap slide deck



# Questions?