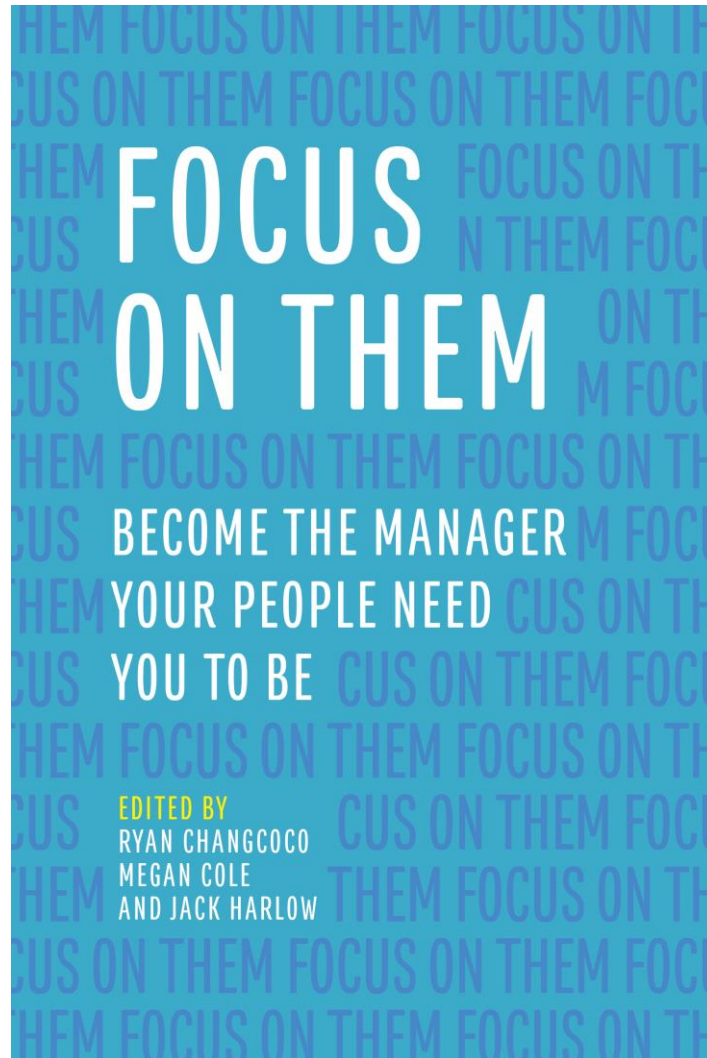# Thanks to Our Sponsor!

Welcome!

- Maria Ho heads ATD Research.

- Ryan Changcoco heads ATD's Management and Healthcare content areas. He is the editor of the book *Focus on Them: Become the Manager Your People Need You to Be.*
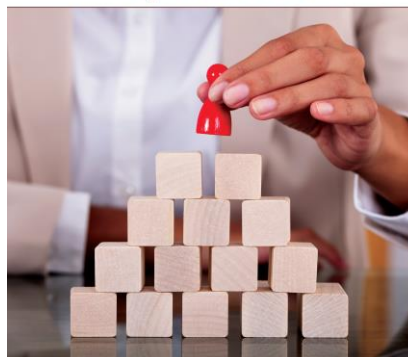
Focus on Them

Agenda

- Our latest research on developing new managers
  - What's happening—programs, timing, etc.
  - What are the challenges and skills gaps?

- The report is available at www.td.org/research. Click on 2019 Reports.
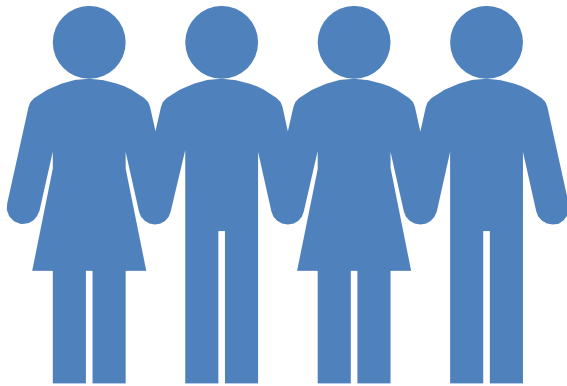
Developing New Managers

Key Elements for Success

KenBlanchard COMPANIES

atd RESEARCH

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The Research Project

- Research phase: Fall/Winter 2018-2019

- Consisted of a questionnaire and interviews

- Key questions asked:
  - *Do you offer new manager training?*
  - *Is it a structured program?*
  - *When is it offered?*
  - *What are managerial skills gaps?*
  - *What about special types of new managers—sales, technical, virtual?*

279 Survey Participants

- 66% from organizations with 1,000+ workers

- Variety of industries, locations, etc.

- Worked in talent development

Poll Time!

Does your organization offer training and development designed SPECIFICALLY for first-time managers?
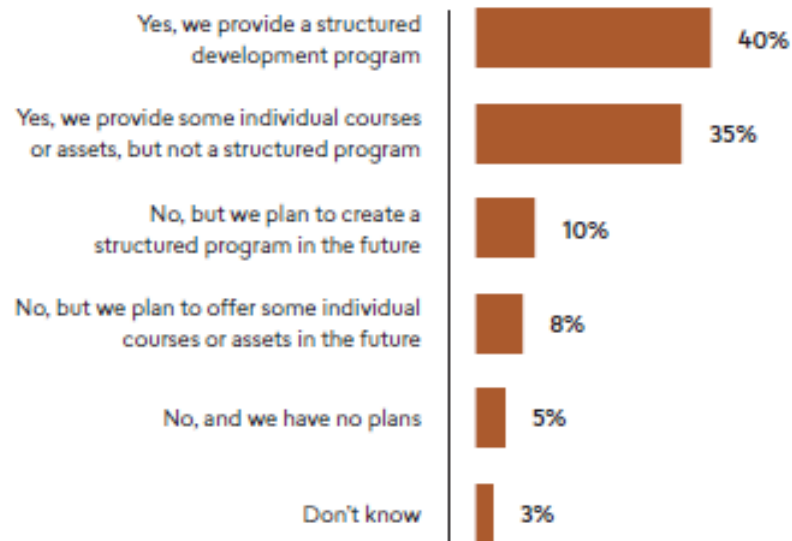
YES

NO

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New Manager Training

FIGURE 1:

Three in Four Organizations Offer New Manager Training

Does your organization provide training and development specifically designed for first-time managers?

Yes, we provide a structured development program	40%
Yes, we provide some individual courses or assets, but not a structured program	35%
No, but we plan to create a structured program in the future	10%
No, but we plan to offer some individual courses or assets in the future	8%
No, and we have no plans	5%
Don't know	3%

Case: BAE Systems

Curriculum for New Managers:

1. Leading Yourself
   - Understand yourself as a worker and leader
2. Leading the Team
   - 2-day live Essentials of People Management Class that covers managerial responsibilities and corporate policies and gives an introduction to leadership skills and styles
   - Assets on how to lead teams, manage conflict, manage change, have conversations, and progress diversity and inclusion
3. Leading the Business
   - Role in contributing to organizational performance

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Poll Time!

Is your organization effective at developing new managers?
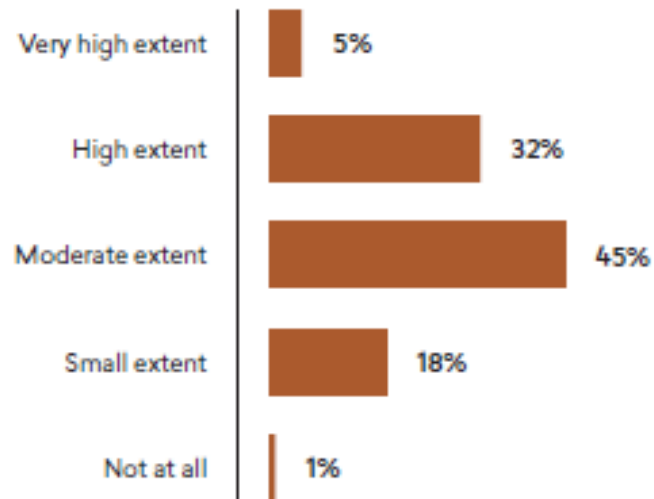
YES

NO

Effectiveness

FIGURE 3:

**New Manager Training Effectiveness Leaves
Room for Improvement**

To what extent do you consider your first-time manager training and development effective?

Extent	Percentage
Very high extent	5%
High extent	32%
Moderate extent	45%
Small extent	18%
Not at all	1%

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Poll Time!

When do you start new manager training?

Before they start managing others
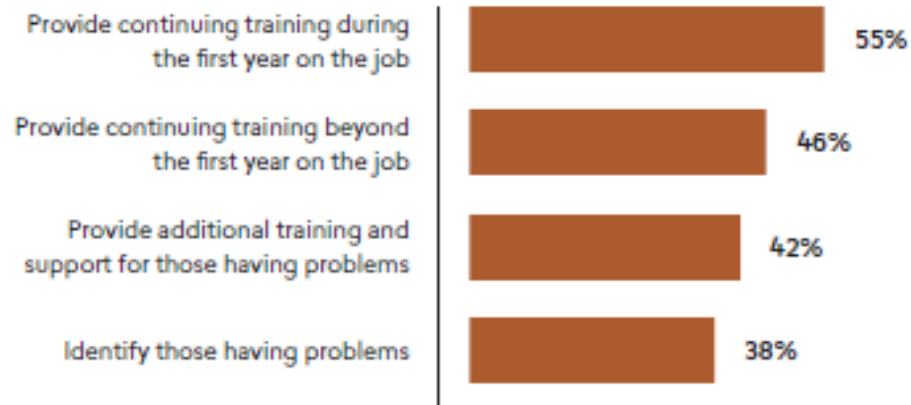
After they start managing others

Starting Training too Late

73% don't start new people manager training until after they start their new roles!

Missed Opportunities

Regarding new first-time managers, which of the following actions does your organization take? (Select all that apply.)

Action	Percentage
Provide continuing training during the first year on the job	55%
Provide continuing training beyond the first year on the job	46%
Provide additional training and support for those having problems	42%
Identify those having problems	38%

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Even More Missed Opportunities

Biggest Skills Gaps— People Managers

1. Leadership skills
2. General people skills
3. Management skills

Biggest Skills Gaps—
Virtual Managers

Definition: manager and direct reports are working in different locations

1. Using virtual communication technology
2. General people skills
3. Experience/skills working in virtual setting

Biggest Skills Gaps— Technical Managers

Definition: manage technical employees and job requires both managerial and technical skills (e.g., IT group manager)

1. Leadership skills
2. General people skills
3. Management skills

Biggest Skills Gaps— Sales Managers

Definition: manage teams of salespeople and require both managerial and sales skills

1. Leadership skills
2. General people skills
3. Management skills

ACCEL Skills

- Previous ATD Research finds that less than 1 in 3 say managers in their organization exhibit each of these skills

Stay Connected!

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Thanks Again!