Developing Effective Managers with ATD's ACCEL

Managers Account for 70% of Variance in Employee Engagement

by Randall Beck and Jim Harter

STORY HIGHLIGHTS

- Great managers create the right environment for engagement
- Only 30% of U.S. employees, and 13% worldwide, are engaged
- Good news: management talents exists in every company

Reason 1: Bad managers ruin everything

"People leave managers, not companies."

Many of us who spend time thinking about management have heard that phrase.

30 percent of employees say their boss is 'horrible' — here's how to cope

Grace L. Williams
TODAY

Feb. 2, 2016 at 3:55 PM

If you're feeling tired or depressed lately, it might not just be because of your mattress or the winter blues. In fact, it might be due to the fact that you have a horrible boss.

Although the 1999 cult favorite film "Office Space" brought the prototypical bad boss to life — we're looking at you, Bill Lumbergh, and your TPS reports — it turns out that the silver screen adversary is turning up in workplaces across the country.

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AT WORK

What Do Workers Want from the Boss?

By Lauren Weber
Apr 2, 2015 6:00 am ET

People don't leave jobs, they leave managers.

A new report out Thursday from market research firm Gallup finds there's still plenty of truth in that old cliché. The survey of 7,200 adults found that about half had left a job at some point "to get away from their manager."

GETTY IMAGES

So, what do workers want from their managers? In a

Poll: Why the Boss Sucks, By Employees

According to a new survey, managers consider themselves smarter, a better coach, and more visionary than many of their underlings believe.

The ACCEL Research Project

Research phase: Spring 2016

- Consisted of questionnaire conducted by ATD and in-depth interviews with seven subject matter experts

- Key questions asked:
  - *What are the primary barriers to effectively exhibiting ACCEL skills?*
  - *How do organizations measure success in developing direct reports?*
  - *How are managers recognized or rewarded for developing direct reports?*

  847 Survey Participants

Certificate Program Learning Objectives

Create a culture of accountability within a team

Clarify team roles and support collaboration toward common objectives

Communicate transparently and openly to build credibility and lead change

Support and coach direct reports to build engagement

Apply listening and assessment skills to assess team performance and needs

atd
EDUCATION

The ACCEL Model

ACCEL: Accountability

aCcEL: Collaboration

Creating an environment and culture of teamwork, positive interdependence and trust

ACCEL: Communication

Build trust and opportunity for dialogue as a team

Give praise, criticism, and performance reviews

Gather information that is relevant to the team's success

Accept that disagreement in communication
is a part of a team's growth

Model effective conflict resolution
communication techniques

Communication
Collaboration
Engagement
Accountability
Listening/
Assessing
ACCEL

ACCEL: Engagement

- Trust and integrity of management team
- Nature of the job or work
- Line-of-sight of the effect of contributions on company performance
- Career growth opportunities
- Overall pride in the company

Communication
Collaboration
Engagement
Accountability
Listening/ Assessing
ACCEL

ACCEL: Listening/Assessing

- Self-awareness
- Effect of Bias on Active Listening
- Common Listening Errors
- Improve your Listening Habits

Capstone: Planning Your ACCEL Roadmap

- **Define** a management challenge or opportunity

- **Create** a roadmap for addressing the challenge or opportunity

Certificate in Management Development Questions

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To Register:

800-628-2783

(Customer Care)

ATD Certificate in Management Development (Testimonials)

"This program gave me more insight into the ACCEL Model. A key takeaway for me was learning the difference between collaboration and communication as it pertains to the ACCEL Model. I would recommend this program to all managers and non-managers. This course will be beneficial for me throughout my professional career."

"The Management Development Certificate Program covered the foundations and best practices of management through the ACCEL model making the program perfect for new managers and seasoned managers alike. It highlighted the importance and impact of mangers' performances on the experiences of their direct reports, the overall success of the organization, and the ability to fulfill its mission. "

"As a new manager, this program provided a lot of guidance on how to be an effective leader. I appreciated the variety of skill practices, as it was a great way to work with other managers and learn about best practices and real world scenarios."

USE PROMO CODE:
SUMMERSIZZLE

ATD Certificate in Management Development

Develop the skills you need to develop your team.

ATD's research-based ACCEL framework highlights five skills crucial to managerial success, including a heightened emphasis on listening and emotional intelligence.

Credits: CEU 2.1

Level: Foundational

Role(s): HR/OD Professional

Language(s): English

August 26 – 28,	Dallas, TX
October 16 – 18,	Chicago, IL
December 9 – 11,	San Francisco, CA

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