

Managers Matter

Making the most of limited resources to drive the most impact

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Employee Development Strategist



Bridge is a learning and performance management platform, serving over 800 customers across the globe. We integrate learning and performance programs into one experience making it easy for employees, managers, and admins to connect, align, and grow.



Why this topic?

- “Resources are being cut, training is on hold”
- “We’ve paused our learning and development initiatives”
- “We’re not launching anything right now, everything is stopped”



About Managers

People management doesn't
come naturally

Only 10% of managers have natural
talents to lead teams in a way that
promotes engagement.

[Harvard Business Review](#)

About Managers

They are in new territory

While close to a quarter of the U.S. workforce already works from home at least part of the time, the new policies leave many employees — and their managers — working out of the office and separated from each other for the first time

[Harvard Business Review](#)

About Managers

They're BUSY

The transition to leadership also requires a transformation of thought. Managers have to redirect their focus from the 'work' to their staff.

[Inc.com](#)

About Managers

They tend to direct rather than
engage

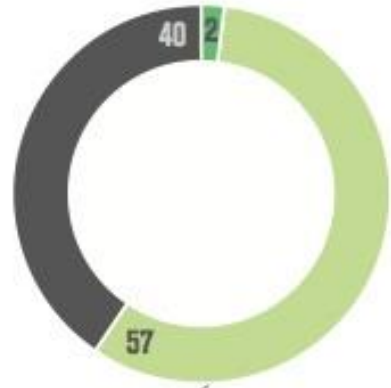
When managers engage and empower employees to actively participate in their career path, not surprisingly, employees have a far more positive attitude about the company and their role in it. And in order for managers to understand and effectively drive that process, they need to become proficient in career coaching [TD.org](https://www.td.com/career-coaching)



MY SUPERVISOR FOCUSES ON MY STRENGTHS OR POSITIVE CHARACTERISTICS



MY SUPERVISOR FOCUSES ON MY WEAKNESSES OR NEGATIVE CHARACTERISTICS



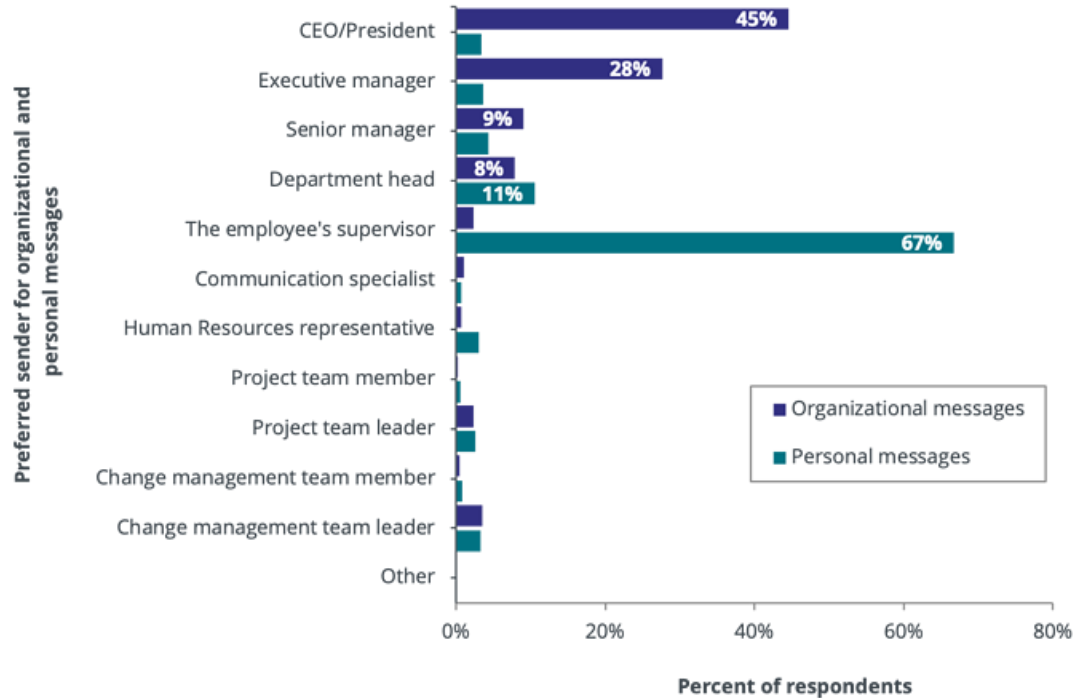
IGNORED

%ACTIVELY DISENGAGED %NOT ENGAGED %ENGAGED

<https://hbr.org/2013/06/ten-charts-that-show-weve-all-got-a-case-of-the-mondays>

Managers are preferred senders

- Employees have preferred senders of messages in times of change



When managers are bad at leading people, the very tasks they were promoted for suffer because their employees become disengaged.



BRIDGE

Poll

- True or False: I have left a job because of my manager.



What we know about managers thus far

1. Managers make a significant impact on your organization
1. Many of them need training on the most impactful parts of their jobs
1. They are a smaller training pool
 - a. Better return on focused training initiatives
 - b. Easier to reach remotely
 - c. Co-learning, costs less

Case Study: People Management IS Your Job



“We exist to make the people leaders great”

-Robert Buckley
Chief People Officer

Intentionally small team

“At a macro level, the normal day-to-day priorities are the ‘people things’”

“People management is your job and it’s not for everyone.”

How to Approach Manager Training (with limited resources)



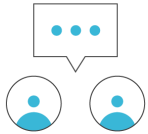
Make it Exclusive



Build Cohorts



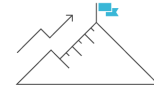
Meet Them Where They Are



Provide Regular Feedback



Keep Topics Relevant



**Start These Conversations
Before Hire**

How to Approach Manager Training

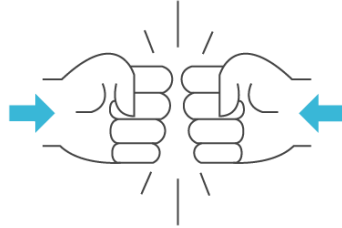


Make it Exclusive



- Manager Academy
- Application for acceptance
- No “repeaters”
- Exclusive access to info
- Case study project

How to Approach Manager Training



Build Cohorts

Mutual Learning

- Transparency
- Curiosity
- Informed choice
- Accountability
- Peer-driven

Unilateral Control

- I am right, you are wrong
- I understand the situation,
you do not

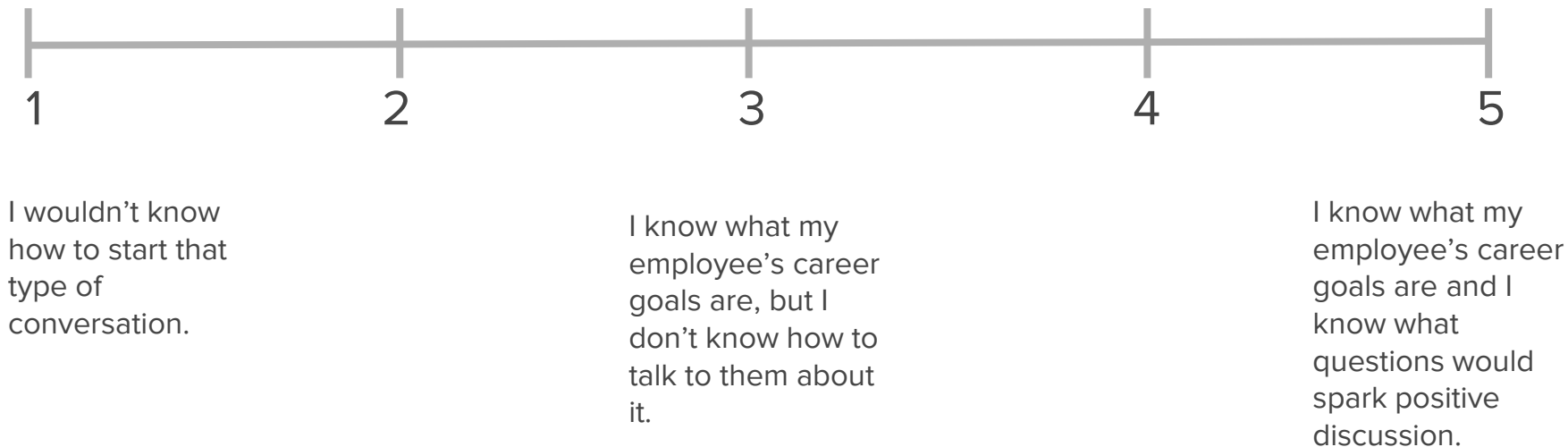
How to Approach Manager Training



**Meet Them
Where They Are**

Poll

If I asked you to start a conversation about career development with your employees, how prepared would you feel?



Help with difficult conversations

The screenshot shows a virtual meeting interface with a purple background. On the left, there are two video thumbnails: the top one shows a woman with a headset, and the bottom one shows another woman. The main area is titled "Pick Your Drivers" and features three white cards with a decorative border. The first card is labeled "HELPING OTHERS", the second is "COLLABORATION", and the third is a dashed purple box. Below these are seven more cards fanned out, labeled "INCLUS", "TRUS", "MENTOR", "COMPETI", "FLEXIBII", "EMPAT", and "TEAMMATES". A "Next" button is located on the right side of the interface.

Pick Your Drivers

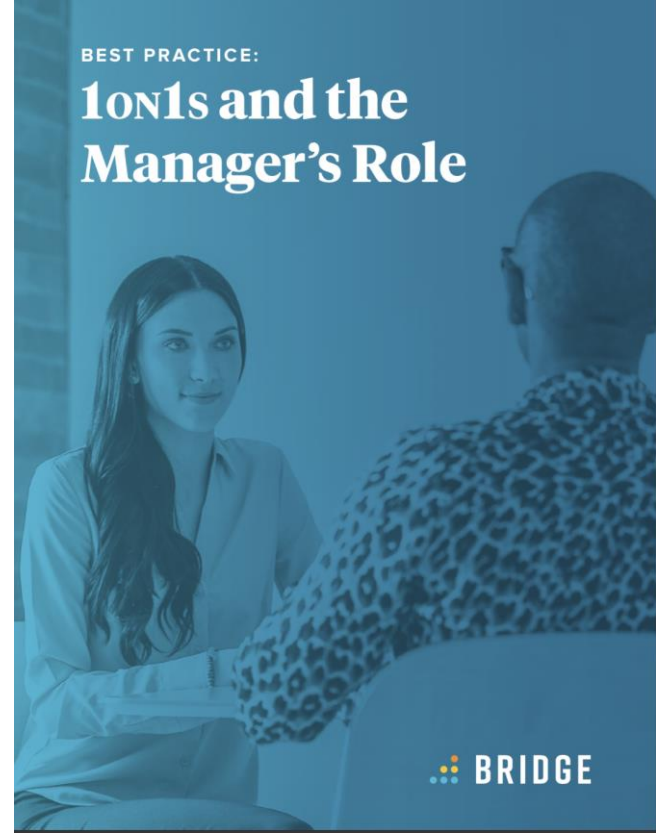
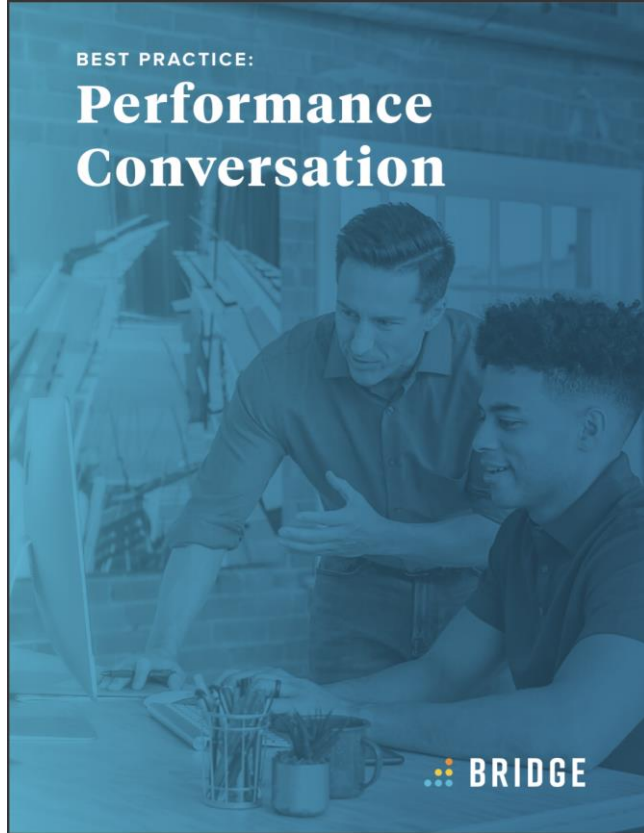
HELPING OTHERS

COLLABORATION

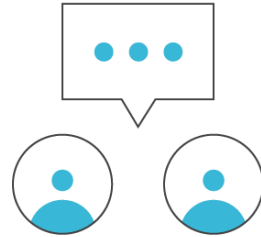
Next

INCLUS TRUS MENTOR COMPETI FLEXIBII EMPAT TEAMMATES

Best Practices for Success



How to Approach Manager Training



**Provide Regular
Feedback**

Measure Engagement

- Gallup's Q12s that directly relate to manager influence at work:

Do you know what is expected of you at work?

At work, do you have the opportunity to do what you do best every day?

In the last seven days, have you received recognition or praise for doing good work?

Does your supervisor, or someone at work, seem to care about you as a person?

Is there someone at work who encourages your development?

At work, do your opinions seem to count?

In the last six months, has someone at work talked to you about your progress?

In the last year, have you had opportunities to learn and grow?

How to Approach Manager Training



**Keep Topics
Relevant**

We're here to help

[Bridge Employee Development Platform](#) > [Additional Resources](#) > [Bridge Academy for Managers](#)

Bridge Academy for Managers



Nikki Bodily

4 days ago · Updated

The Bridge Academy for Managers is a free webinar series designed to share employee development and people management best practices with supervisors while simultaneously highlighting features within Bridge. These webinars are hosted live every two weeks, are open to all Bridge users.

We encourage you to follow along in your own Bridge site during these trainings. Before joining in, check the following:

1. Watch the five minute Bridge Overview for Managers video [HERE](#)
2. Log in to Bridge to ensure access is permitted
3. Confirm that the "My Team" avatar shows in the application switcher (this ensures that a manager relationship is set).*

*If you are a manager and do not see this, please contact your Bridge Admin.

Articles in this section

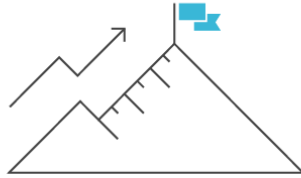
Purposeful Goals: [Resources](#)

Feedback to Motivate Employees: [Resources](#)

Employee-Driven Career Plans: [Resources](#)

Effective 1on1 Conversations: [Resources](#)

How to Approach Manager Training



**Start These Conversations
Before Hire**

Case Study: Do Managers Matter?



“Making an impact on the thousands of managers at Google means making an impact on the tens of thousands of employees at Google.”

- Michelle Donovan
Director of People Operations

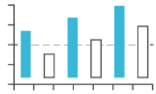
10x thinking: what makes the biggest impact? Think big, think innovative.

Technical expertise was ranked LAST, being a coach was ranked FIRST.

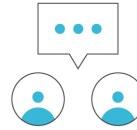
Top-ranked managers coach others (cohort, mutual learning)

Regular assessments 2x/year

Next Steps



Assess



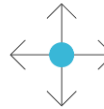
Communicate This Shift



**Incorporate Training into
Life Cycle**



Build a Recognition Plan



**Offer Other
Opportunities**



Keep Training Going

Thank You!



Connect with me!

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