

Develop Your Managers



As we look to start a new year with a focus on retention and talent management, many executives are recognizing the valuable role leader/managers play at all levels of the organization. One key focus is how to make sure they are performing at a high level.

Why does management performance matter?

Team performance

The manager of any given team is ultimately responsible for the performance of their team. Activities such as setting team goals, getting buy-in for those goals, assigning responsibilities, training, coaching individual performance, measuring progress, rewarding, and disciplining are all leadership skills that need attention.

Retention and engagement

We all know the saying that employees don't leave the organization, they leave their manager. The manager has an incredible impact on employee engagement and retention for their team. An employee at any level depends on their reporting manager for direction and feedback. Communication skills, decision-making, and establishing trust are just some of the skills needed.

Recruitment

We work in the information age. One of the impacts is the evolution of the "employment brand". Social media and employment rating sites give candidates a wealth of information about working for your company. The information is coming from your employees and is heavily influenced by their first line manager.

Candidates are using this information to direct them to "good" employers. Attracting better candidates, and maybe attracting candidates at all, is becoming more and more reliant on your employment brand.

Bottom line profitability

If you believe, as most executives now do, that your success and profitability as an organization relies on staff performance, you know how important it is to develop leadership and management skills at all management levels.

Effective management skills development

There is no shortage of management development training available in the marketplace. Much of it goes unused because some assume leadership and management skills are instinctive. This can't be further from the truth. We invest time and training dollars making sure new hires have the skills they need, yet we tend to promote them to the important job of manager with just a pat on the back and a hopeful good luck!

Research has shown there is an effective way to develop key leadership and management skills. We must first measure a manager's strengths and weaknesses, then focus on developing the skills that make the most impact for that manager. There is a correlation to the total quality management process you may already use:



In short, it is most effective to first measure a manager's strengths and weaknesses and focus your development time and money on those areas that will have the biggest impact for that manager. This approach has the following benefits:

- Provides self-awareness of strengths and weaknesses for the manager
- Increases motivation to improve the likelihood of change
- Focuses on leveraging existing strengths and developing weaknesses
- Offers the most cost and time effective approach

360 feedback survey

Implementing the approach described above uses a 360 feedback survey. The survey provides the manager with anonymous feedback on leadership and management behaviors from direct reports, peers, their boss, and other groups as needed. This feedback is compared with the manager's own view of their behaviors and helps identify which skills are most important to their job. The feedback leads to an individualized development plan for that manager. Some customers choose to implement a follow-on 360 feedback survey to measure progress and lead to another individualized development plan for continuous improvement.

See <https://www.pdservices.com/360-degree-feedback/> for more information on 360 feedback surveys or contact PDServices Talent Management phild@PDServices.com, 740-326-4494.