5 Key Skills for Managerial Success

An ATD Research Presentation
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Welcome!

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Agenda

- Our latest research on the new ACCEL model

- What is the ACCEL model?
  - Opportunities available to develop ACCEL skills
  - How success in managing reports is measured
  - Barriers to effectively exhibiting ACCEL skills
  - ACCEL skills training delivery methods

- We'll take questions at the end if we have time!

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The Report

Access the complete report at
www.td.org/manager

Background of ACCEL Model

- Just under 300 TD leaders were polled on top management skills

- The top five skills were selected for inclusion in the model:
  - Accountability
  - Communication
  - Collaboration
  - Engagement
  - Listening and assessing

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The 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 trained in these skills?*

847 Survey Participants

- Nearly half have been in talent development for more than 15 years

- 4 in 10 come from organizations that had fewer than 999 employees

- About one quarter had a TD budget of less than $99,999

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15

The average number of direct reports a manager has.

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POLL time!

Has your organization identified specific skills related to managerial success?
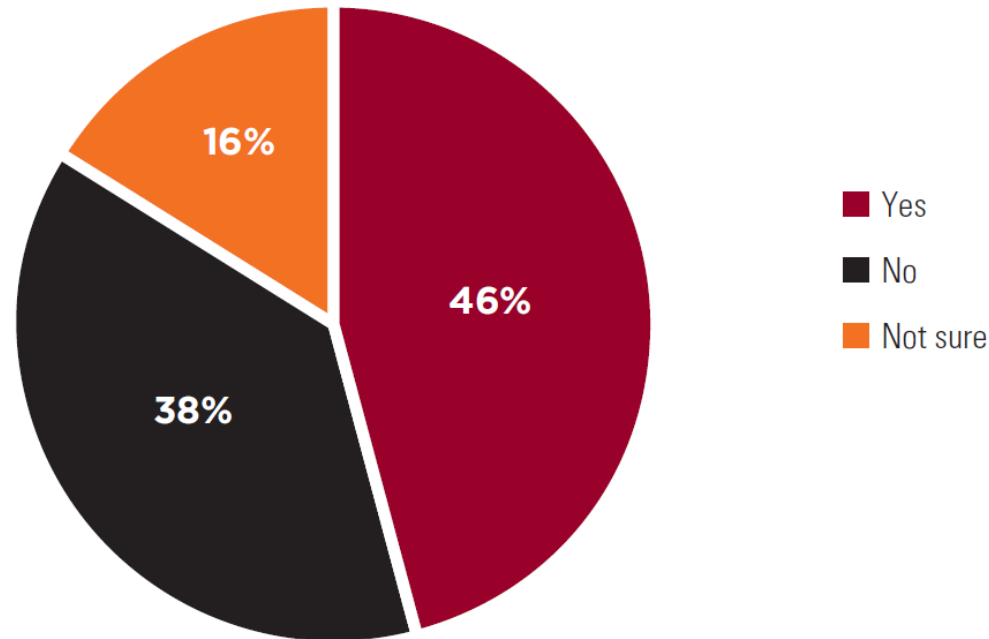
YES

NO

Identification of Specific Skills Related to Managerial Success

FIGURE 5: SPECIFIC SKILLS IDENTIFIED IN MANAGERIAL SUCCESS
For managers who are deemed successful, has your organization identified specific skills related to their success in developing their direct reports?
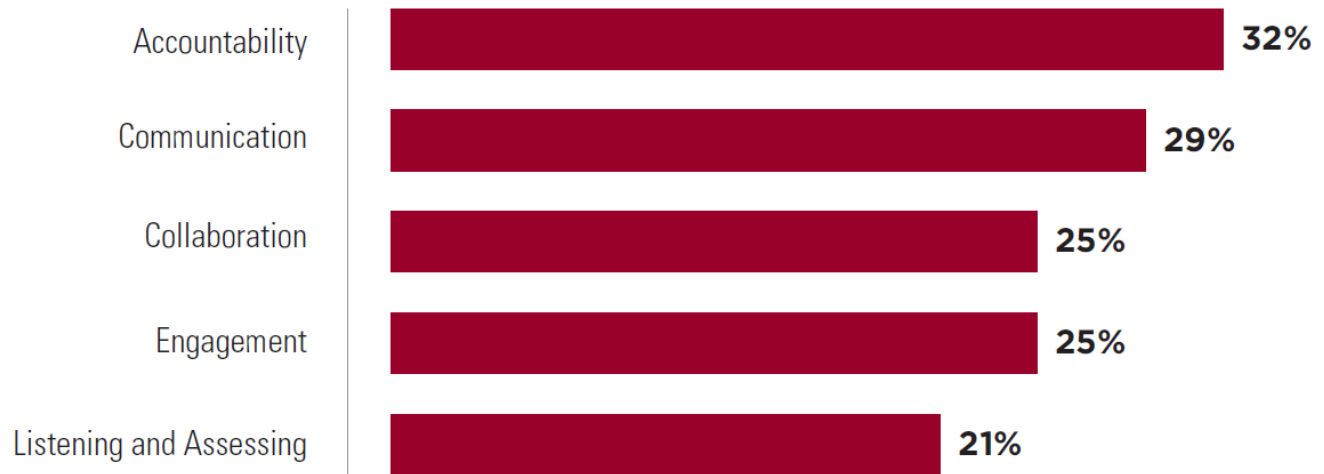
- Yes
- No
- Not sure

46%
38%
16%

88%

of respondents believed
communication skills enable managers
to successfully develop direct reports.

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ACCEL Skills Exhibited

FIGURE 7:

ACCEL SKILLS EXHIBITED WHEN WORKING WITH DIRECT REPORTS

To what extent do managers in your organization actually exhibit the following skills when working with their direct reports?

Skill	Percent
Accountability	32%
Communication	29%
Collaboration	25%
Engagement	25%
Listening and Assessing	21%

Percent of respondents indicating high or very high extent.

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Importance of Accountability

"What you need in an organization isn't individual, but mutual, accountability. The concept of mutual accountability is extraordinarily important in a culture. A formula for team success is when everybody feels mutually accountable. I think that's where more of the coaching and culture building should be focused."

-Frank Satterthwaite, PhD, author and professor of organizational leadership at Johnson & Wales University

POLL time!

Does your organization provide opportunities to develop management skills?
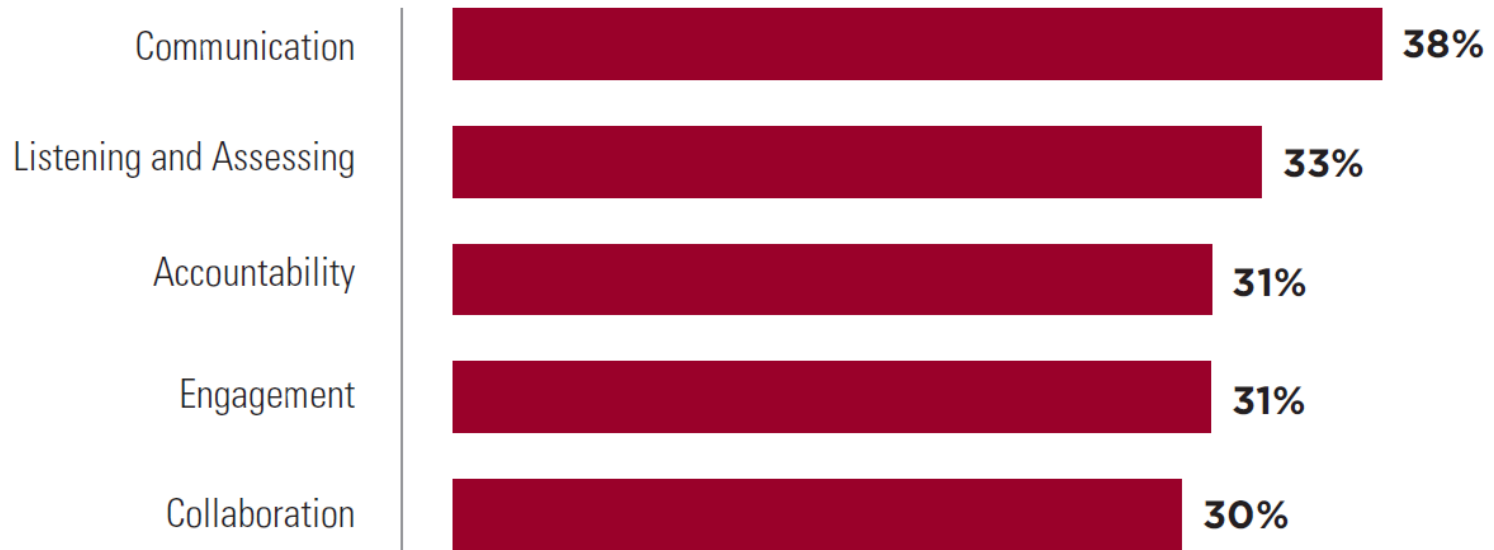
YES

NO

Opportunities to Develop Skills

FIGURE 8:

OPPORTUNITIES FOR MANAGERS TO DEVELOP PROFICIENCY IN ACCEL SKILLS

To what extent does your organization provide opportunities for managers to develop proficiency associated with the following skills for working with direct reports?

Skill	Percentage
Communication	38%
Listening and Assessing	33%
Accountability	31%
Engagement	31%
Collaboration	30%

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Developing Collaboration Skills

"Know your people, spend time with them, and get to know them as individuals. That means actually taking the time to know who they are and what their needs are so you can be a resource for them, and to facilitate that interaction."
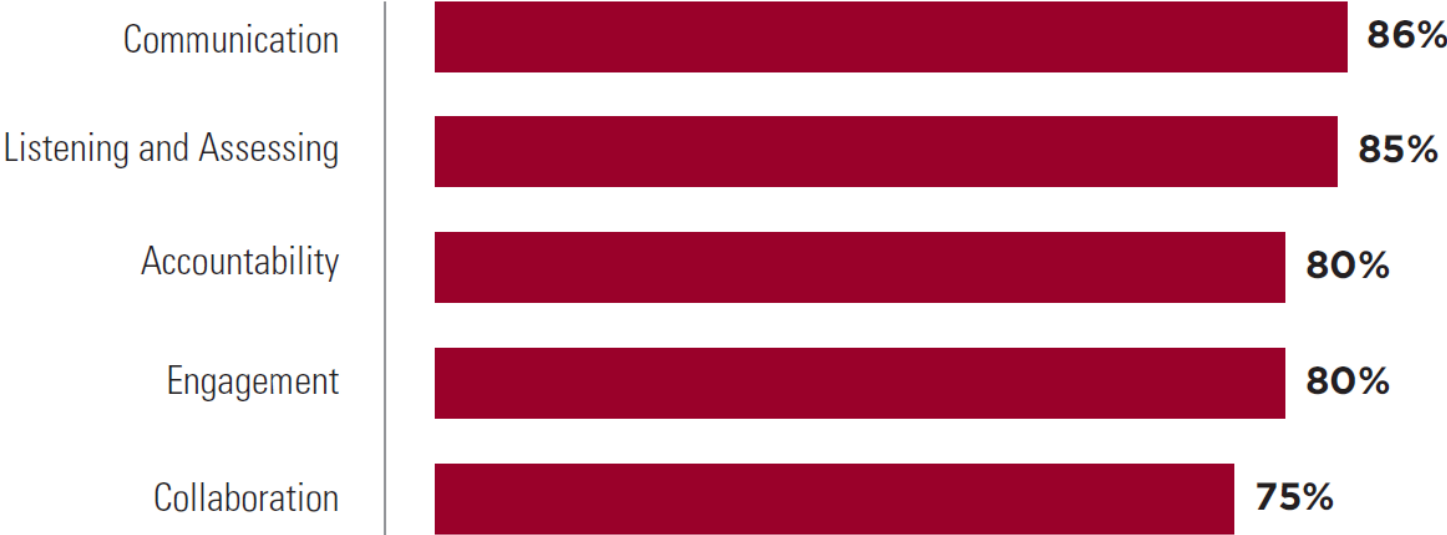
-Norma Dávila, author and partner at The Human Factor Consulting Group

ACCEL Skills That Contribute to Success

ACCEL SKILLS THAT CONTRIBUTE TO SUCCESS IN MANAGERS

In your opinion, to what extent do each of the following skills contribute to how successful managers are at developing their direct reports in your organization?

Skill	Percentage
Communication	86%
Listening and Assessing	85%
Accountability	80%
Engagement	80%
Collaboration	75%

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Importance of Communication

"If managers don't do one-on-ones, the manager misses the opportunity to show that they are sincere and that they support the employee's training and development. People want to know that their manager cares about their development and so that's the preferred way of getting information."

-Kevin Sheridan, speaker, author, and consultant

Evaluating ACCEL Skills

EVALUATION OF ACCEL SKILLS IN MANAGERS

To what extent does your organization evaluate managers in regard to each of the following skills (as it relates to their interaction with direct reports)?

Skill	Percentage
Accountability	36%
Communication	28%
Engagement	26%
Collaboration	22%
Listening and Assessing	18%

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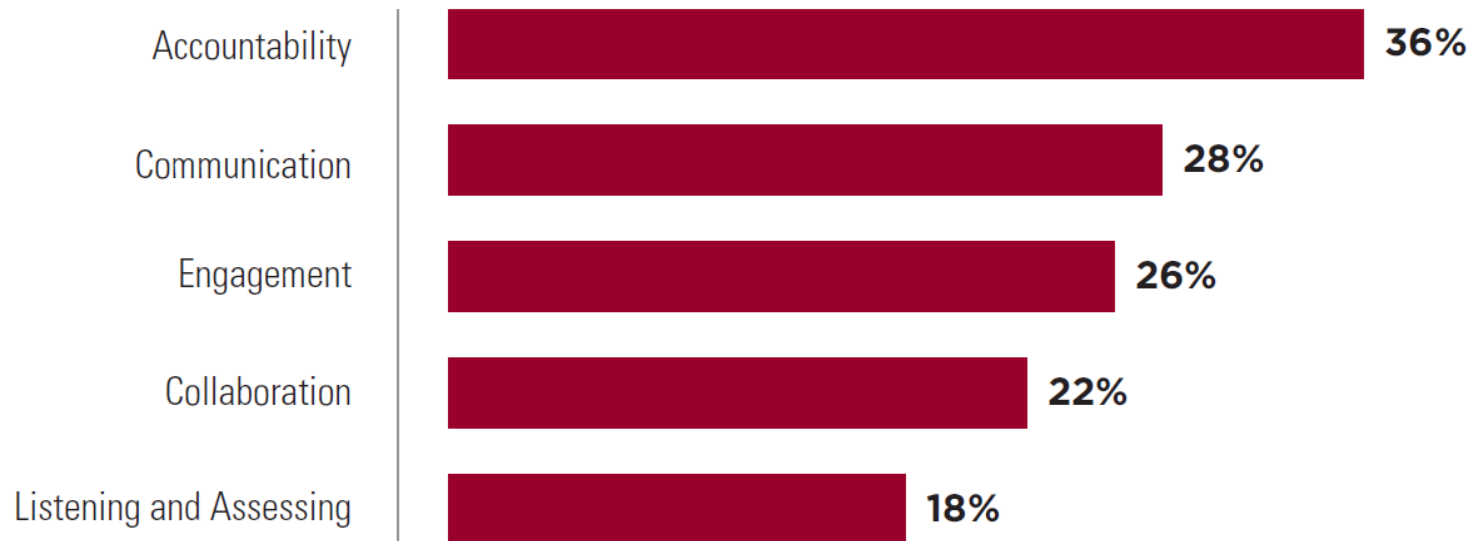
Measuring Managerial Success

TOOLS TO MEASURE SUCCESS OF MANAGERS

Which of the following does your organization use to measure the success of managers in developing their direct reports? Check all that apply.

Performance of direct reports based on business metrics (e.g., sales volume and customer satisfaction)	56%
Senior executives and upper managers evaluate frontline managers	53%
Direct reports' annual or other reviews	45%
Retention rate of direct reports	29%
Direct reports evaluate the managers	19%

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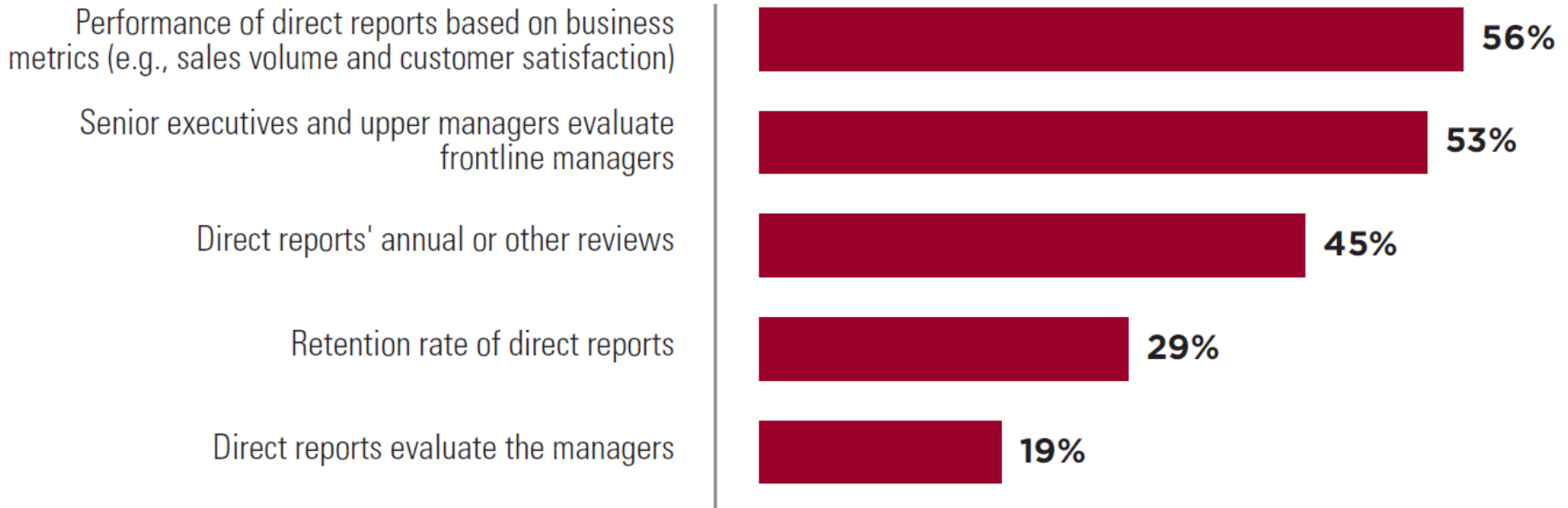
Effectiveness of Measurements

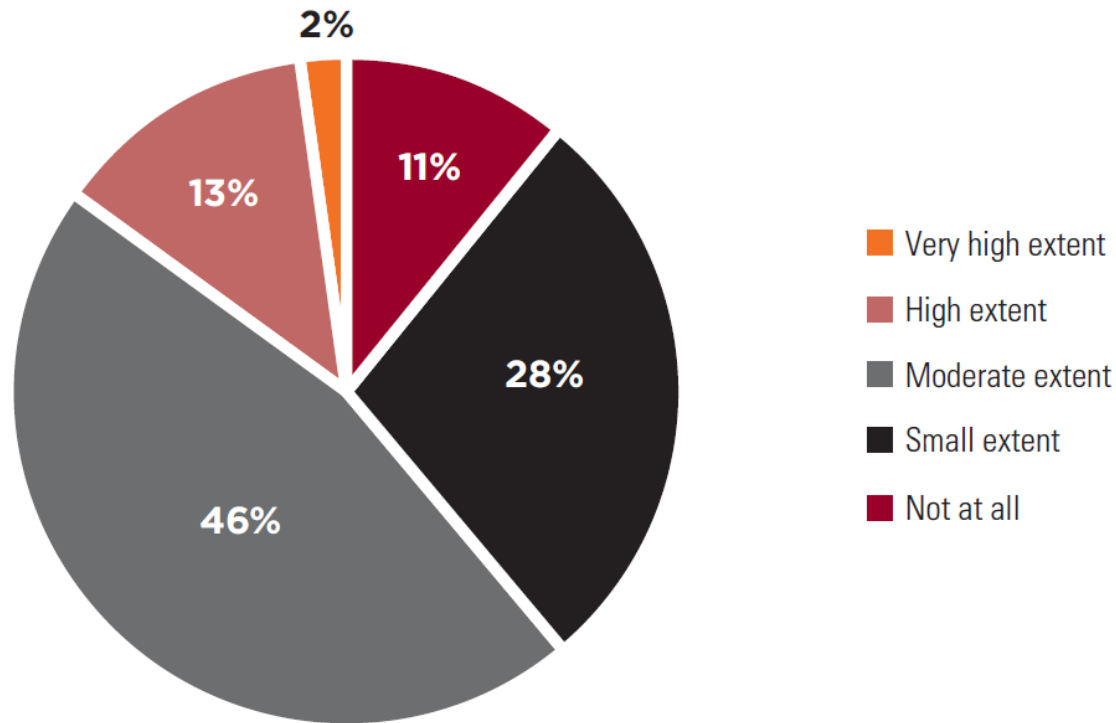FIGURE 12:

EFFECTIVENESS OF MEASUREMENTS
To what extent are these measurement efforts effective in evaluating the success of managers in developing their direct reports?

2%

11%

13%

28%

46%

- Very high extent
- High extent
- Moderate extent
- Small extent
- Not at all

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ACCEL Skills Training Methods

FIGURE 15:

METHODS OF TRAINING MANAGERS IN ACCEL SKILLS

In your organization, how are managers trained in these management skills related to developing others? Check all that apply.

Method	Percentage
Instructor-led classroom	63%
Self-paced online	35%
Formal coaching or mentoring by more experienced or senior managers	34%
The organization pays for self-development resources (e.g., books and magazines)	32%

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Engagement Training

"It's really those mentoring relationships or coaching relationships that ultimately produces change. That's because we all have these blind spots we don't see and we need someone who has strengths in those blind spots to help us develop in those ways. Training alone is not enough, we really need a relationship."

-Michael Lee Stallard, author and president of E Pluribus Partners

EQ Training

"You need to practice for the behaviors to become habitual. The real key is did they get to practice afterward, not how much time is spent in the classroom."

-Travis Bradberry, PhD, author and president of TalentSmart

Top Barriers to Effectively Exhibiting Skills

FIGURE 16:

BARRIERS TO EFFECTIVENESS IN EXHIBITING ACCEL SKILLS

In your organization, what are the main barriers that keep managers from being effective in exhibiting these skills? Check all that apply.

Barrier	Percentage
Managers do not have the time or have other priorities	70%
Managers are not held accountable for developing their direct reports	64%
Managers are not hired (either internally or externally) based on the skills needed to develop others	60%
Senior leaders do not model the behaviors themselves	51%
There is a lack of resources devoted to training managers in the skills needed to develop others	45%

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Q and A

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Thanks Again!