Underinvesting in Your First Time Leaders Will Cost You:

Develop their skills and improve business results

Welcome

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Strategy and Leadership
Development Consultant,
Capella University

Passion for Developing Front Line Leaders

Business → Higher Education → Now

Passion for Developing Front Line Leaders

Business	Higher Education	Now

TWO REASONS

Logical | Emotional

Four Topics on Our Agenda

WHY DEVELOP?

- It's Good for Business

- It's the Right Thing to Do

- The Nitty Gritty
of Successful Development

- It's Easier, Cost-effective and
Scalable Today

Let's Get on The Same Page

Who Are Front Line Leaders?

| Team Leads | Newly Promoted Supervisors | Emerging Leaders with Potential |

What You Said

Skills	Skills
Communication skills	Leadership skills
Coaching skills	Soft/People skills
Delegation	Metrics/Strategy
Confidence in their role	Motivating teams

Themes

Topic 1:
It's Good for Business

How Are We Doing?

NOT THE BEST!

Challenge to select and promote the right people		1 in 10 have the talent to manage

"**Good management doesn't just happen. Managers don't know inherently how to handle delicate people issues or how to effectively motivate teams and individuals.**"

http://www.gallup.com/businessjournal/167975/why-great-managers-rare.aspx

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How Are We Doing?

NOT THE BEST!

| Challenge to select and promote the right people | Fail to select/ promote the right candidate 82% of the time | 1 in 10 have the talent to manage |

"Good management doesn't just happen. Managers don't know inherently how to handle delicate people issues or how to effectively motivate teams and individuals."

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Most Important Reason Polling Question

Poll: Get Ready to Weigh In

A

your brand

B

LOSS BREAK EVEN PROFIT

This Photo by Unknown Author is licensed under CC BY-NC-SA

C

This Photo by Unknown Author is licensed under CC BY-NC-ND

D

I ♥ my job!

This Photo by Unknown Author is licensed under CC BY-NC-SA

Topic 1: It's Good for Business

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Your Brand

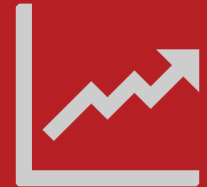**Competitive Advantage**

Reduce Expenses/Costs

Drive Positive Results

- **Good for Business**

Let's Talk

- **Grow the Brand**

Front-line Leaders Manage 60-78% of Your Workforce

The Economic Value of Loyalty

By Daily Deal Builder

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- **Loyal Customers: More Profitable Than New**

The Economic Value of Loyalty

By Daily Deal Builder

- **Loyal Customers:** More Profitable Than New

- **Acquiring New Customers** = 5-25X more expensive than retaining and selling to existing ones

The Economic Value of Loyalty
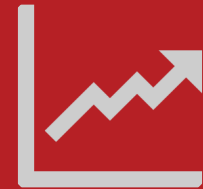
By Daily Deal Builder

- **Loyal Customers: More Profitable Than New**

- **Acquiring New Customers = 5-25X more expensive than retaining and selling to existing ones**

- **Customer Retention increase it by 5% = 25-95% increase in profits**

Harvard Business Review: The Value of Keeping the Right Customers Amy Gallo OCTOBER 29, 2014

- **Good for Business**

Let's Talk

- **Competitive Advantage**

Talent as a Competitive Advantage

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- Deloitte: A **LEADERSHIP SHORTAGE** "is one of the biggest barriers to growth at companies around the world."

Talent as a Competitive Advantage

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- **CEOs-DEVELOPING NEW LEADERS** is the No. 1 talent challenge facing organizations worldwide, with 86% of companies rating it as "urgent" or "important."

Deloitte in its Guide and Workshop to Developing Employees

Talent as a Competitive Advantage

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- **WELL DEVELOPED FRONT LINE LEADERS**—a differentiator

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Many Leaders Not Ready For Prime Time... Yet.

According to [a 2011 CareerBuilder survey](#):

20%
of first-time managers are doing a poor job, **according to their subordinates**

26%
of first-time managers say they felt **they weren't ready to lead others**

60%
say **they never received any training** for their new role

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DEVELOPMENT MATTERS TO THIS COHORT. IT IS THE NUMBER 1 REASON FOR STAYING.

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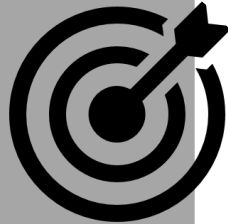
DEVELOPMENT MATTERS TO THIS COHORT. IT IS THE NUMBER 1 REASON FOR STAYING.

66%

We are "weak" in developing millennials.

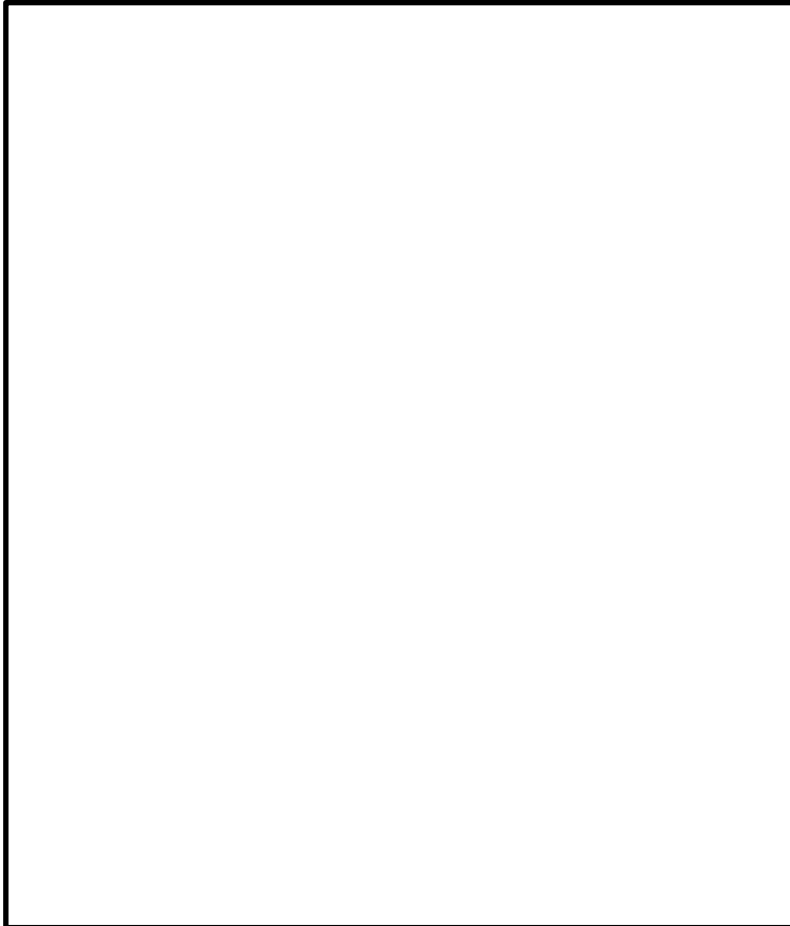# Gallup: State of the American Workplace (2015)

17.2% **OF THE WORKFORCE IS ACTIVELY DISENGAGED.**

"Unhappy and acting out that unhappiness at work in the form of tardiness, missed work days, decreased productivity, and shrinkage, which is a fancy word for stealing the office supplies and other resources."

32% U.S. workers considered engaged in their jobs by Gallup in 2015

50.8% Employees "not engaged" in their jobs

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Costs

Costs

**Cost of turnover
= 16% Annual Salary
or more**

Gallup Study State of the American Workplace (2016)

Costs

COST of disengaged employee = $3,400/$10,000 of salary, or 34%

Cost of turnover = 16% Annual Salary or more

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Costs

COST of disengaged employee = $3,400/$10,000 of salary, or 34%

Assume $45,000 salary 34% = $15,300 X 100 employees is $1,500,300 per year

Cost of turnover = 16% Annual Salary or more

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- **Good for Business**

Let's Talk

- **Improve Measurable Performance**

Front-line Leaders Drive Business Results

Drive Results

- Focus Team's attention on what matters—metrics **60-78%**
- Implement strategic initiatives
- Facilitate and reframe change to Team

Topic 2:
It's The Right Thing to Do

- **It's the Right Thing to Do**

Let's Talk

- **Promote them**
- **Develop them**

Challenges: No Sink or Swim

Shift Mindset

Master the Skills

Broaden Horizons

Achieve Results

Challenges of First-Time Managers: Strengthening Your Leadership Pipeline,

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Which of the Four is Most Challenging to Develop

A

Shift
Mindset

B

Master
the Skills

C

Broaden
Horizons

D

Achieve
Results

Topic 3:
The Nitty Gritty
of Successful
Development

The Leaders of FLL are Key

COACH

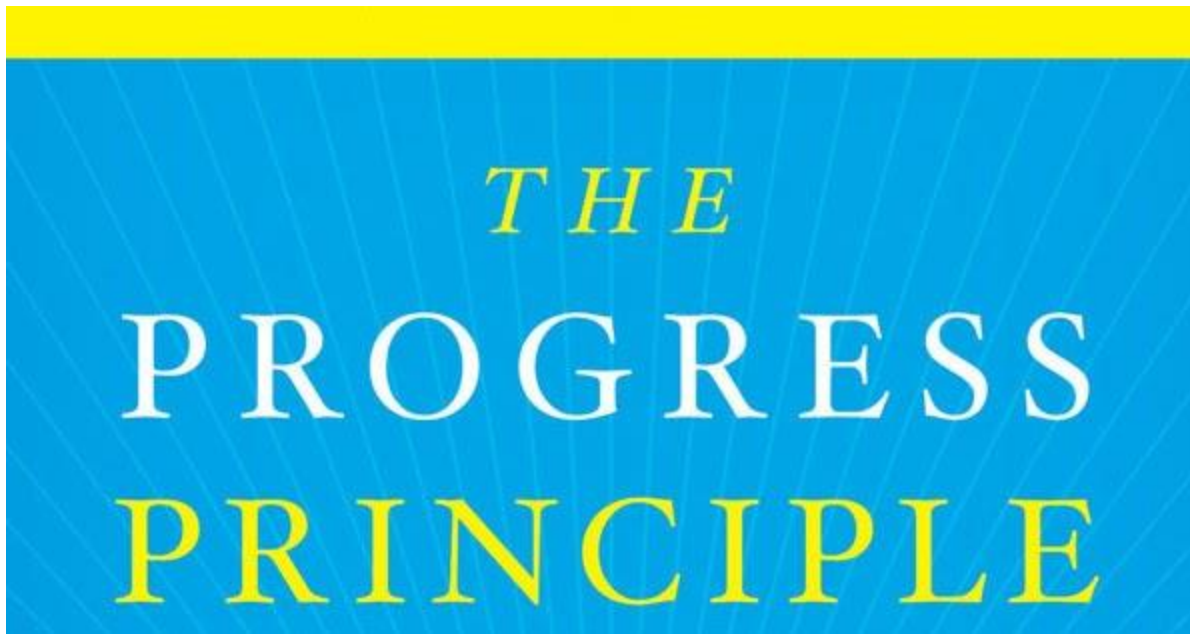Develop a coaching culture and be a coach

CATALYST

Remove barriers to your FFL success --a catalyst for their success

TEACHER/ROLE MODEL

Teach/Model what effective leadership looks like and what an effective leader does

Teresa Amabile's Book and Research

Progress Principle

- Remove Roadblocks
- Give Timely Help
- Broker Resources
- Protect Their Time
- Show Up, Show Appreciation

FRONT LINE LEADERS MATTER - CREATE BONDS

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Topic 4: Learning Technologies

- **New Learning Technology**

Let's Talk

- **Easier**
- **Cost Effective**
- **Scalable**

Learning Strategies

On the Job Development	Active Coaching and Teaching	Face to Face Skills Development

Virtual Training	Micro-learning Bursts	Social Learning
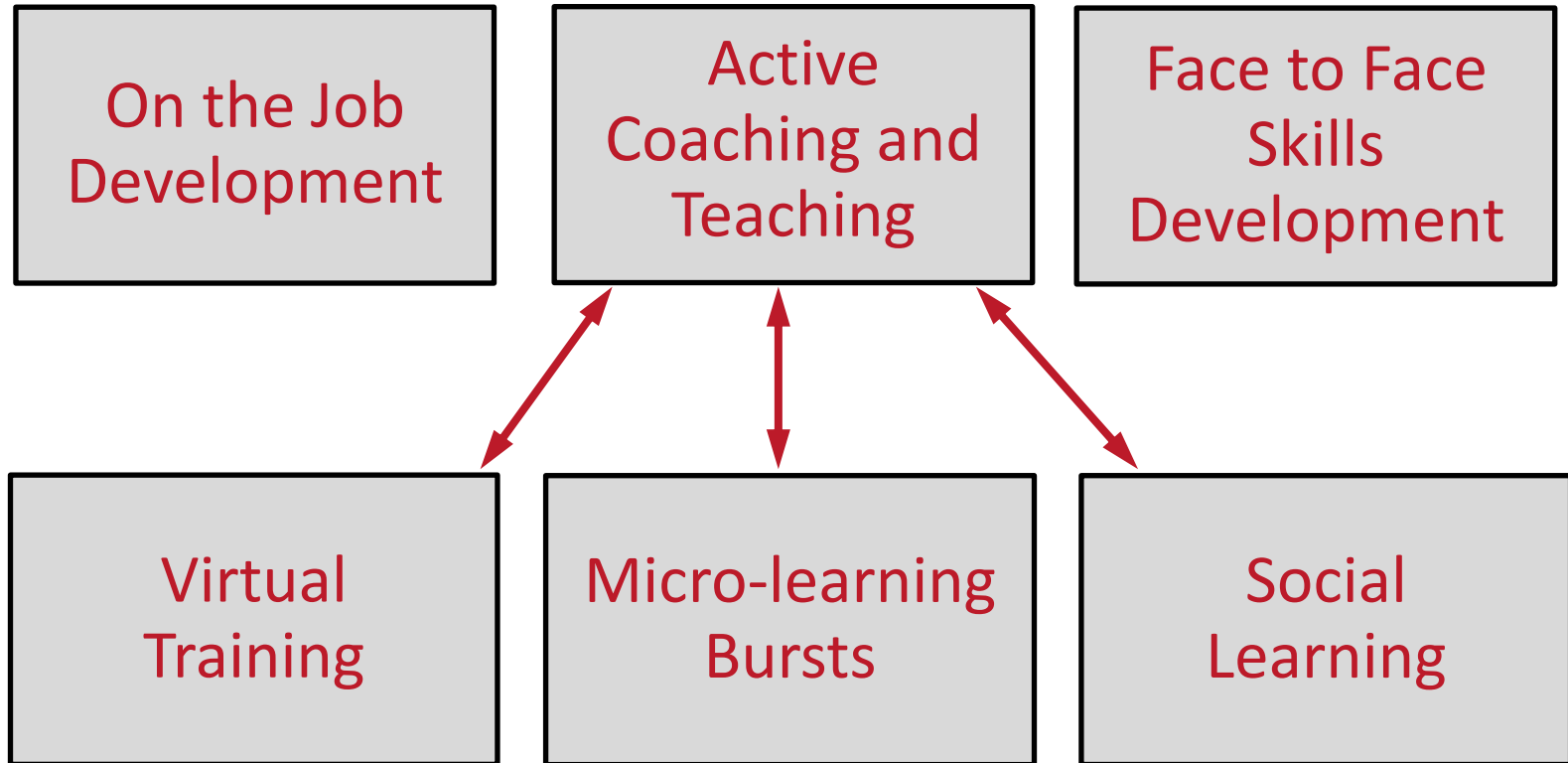
2/3 USE E-LEARNING AND OVER HALF USE ON-DEMAND CONTENT

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Learning Strategy 7 = DIY

SELF DEVELOPMENT TACTICS

Volunteer

Toastmaster

Serve on Committees

Employer Tuition/ Degree

MOOCs

Badges and Certificates

Self Help Books

Effective Virtual Learning Multi-pronged

Virtual Learning – Interactive e-modules

+

Customized Action Learning Projects

+

Facilitation, Coaching, Leadership Plan

Example – Front Line Leader Competency Model

Real company issues/facilitated by company leaders

- **Personal Mastery**
- **Leadership Agility**
- **Communicate Effectively**

- **Leading Effective Teams**
- **Leading and Managing Change**
- **Demonstrating Business Acumen**

Check List for Selecting e-learning

Is it Scalable?	Is it Flexible?	Appeal to Multiple Learning Styles?
Include Self-Assessment	Tackle Real Work Issues	Include Facilitation and Coaching of Leadership Plan

Wrap and Summary

It's Good For Business

It's the Right Thing to Do

Take Advantage of New Learning Strategies

Interested in Learning More?

Visit **www.capellaleadership.com**

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