

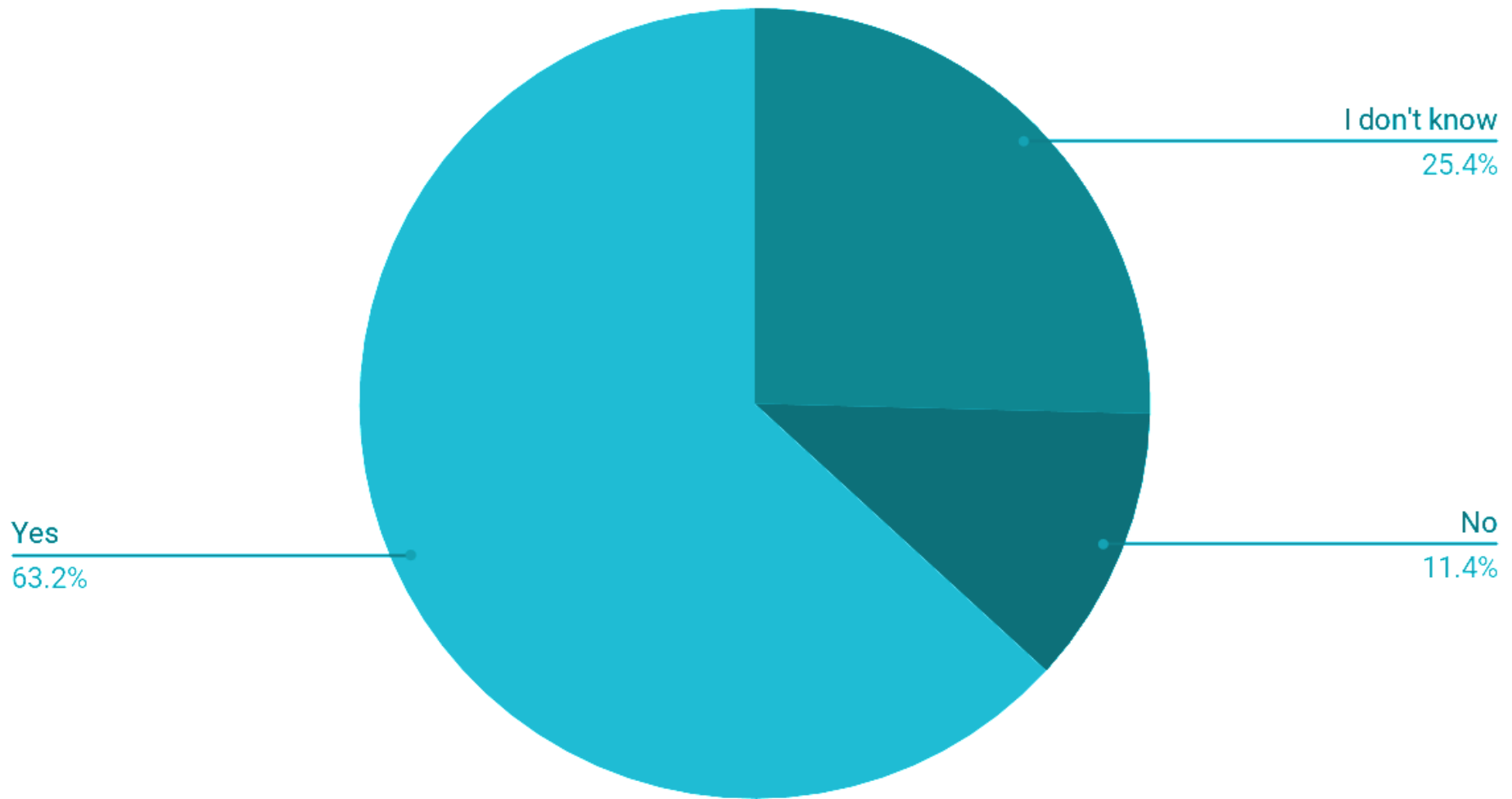
# How we used design thinking to build better managers

April 23, 2019

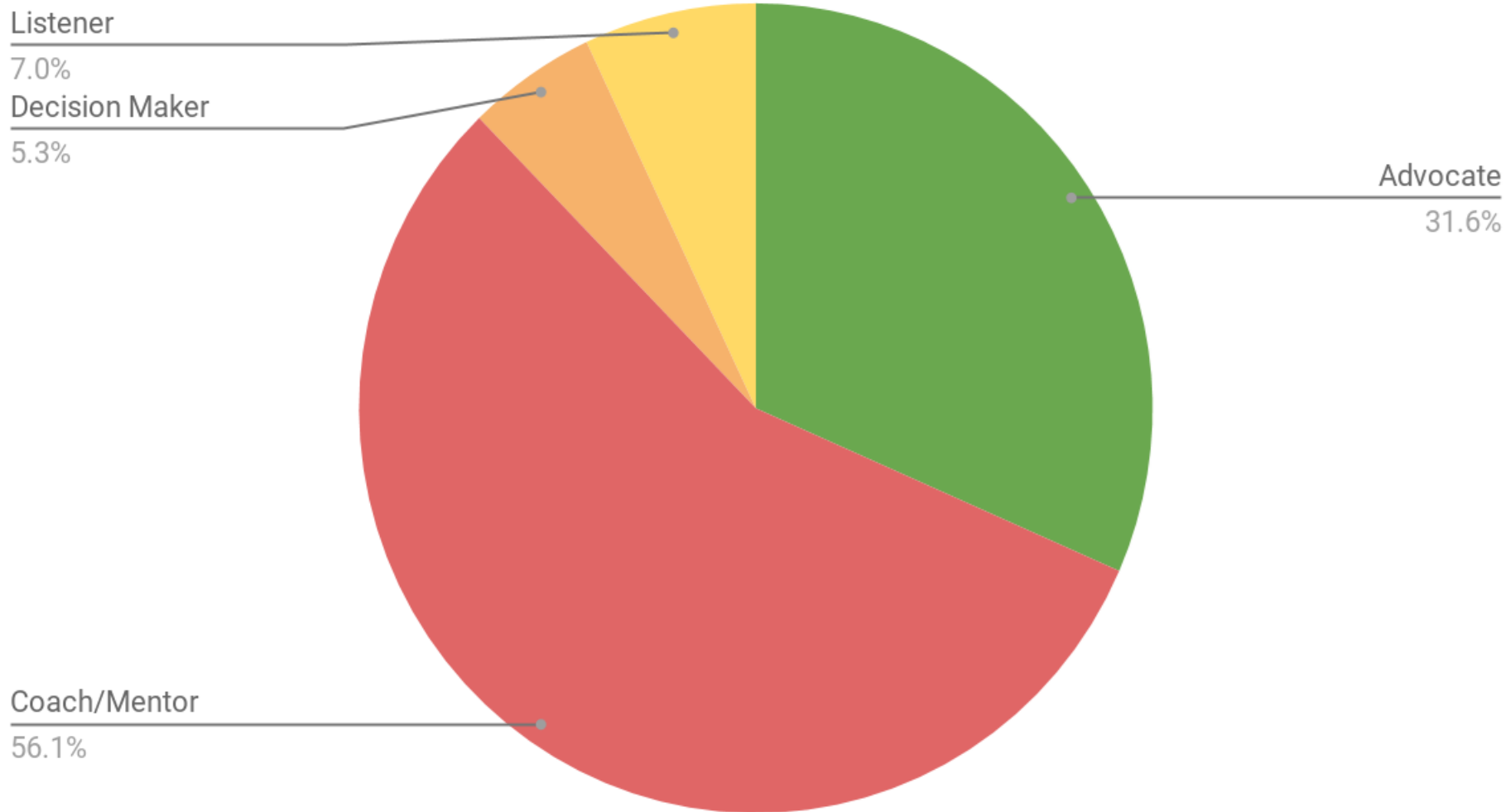
# GALLUP

At least **75%** of the reasons  
for **voluntary turnover**  
can be influenced by  
**managers**

# Are you a good manager?



# #1 thing you expect from your manager



# LeadStrong

Instructor's Leadership Training Program

Based on Google's Project Oxygen

- eLearning Pre-Work
  - concepts
  - frameworks
  - content
- **Live in-person** training focus:
  - discussion
  - practice
  - feedback
  - practical application

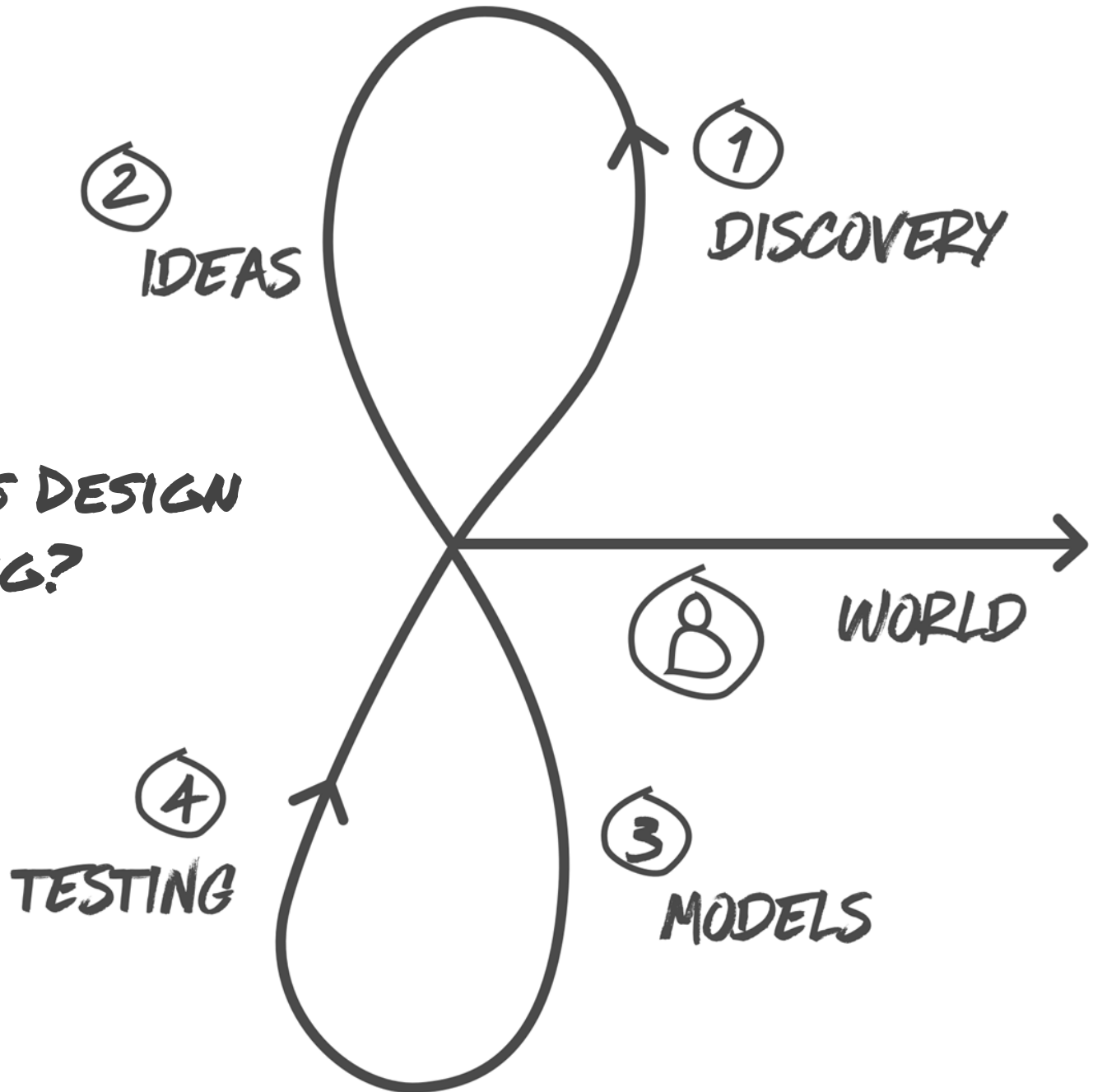
# 8 Core Behaviors

1. Coaching
2. Empowerment
3. Concern for Employee
4. Productivity and Results
5. Communication
6. Career Development
7. Clear Vision and Strategy
8. Key Technical Skills

# Program Feedback

1. Meaningful content
2. Engaging program
3. Want it to be shorter
4. Group discussion

WHAT IS DESIGN  
THINKING?





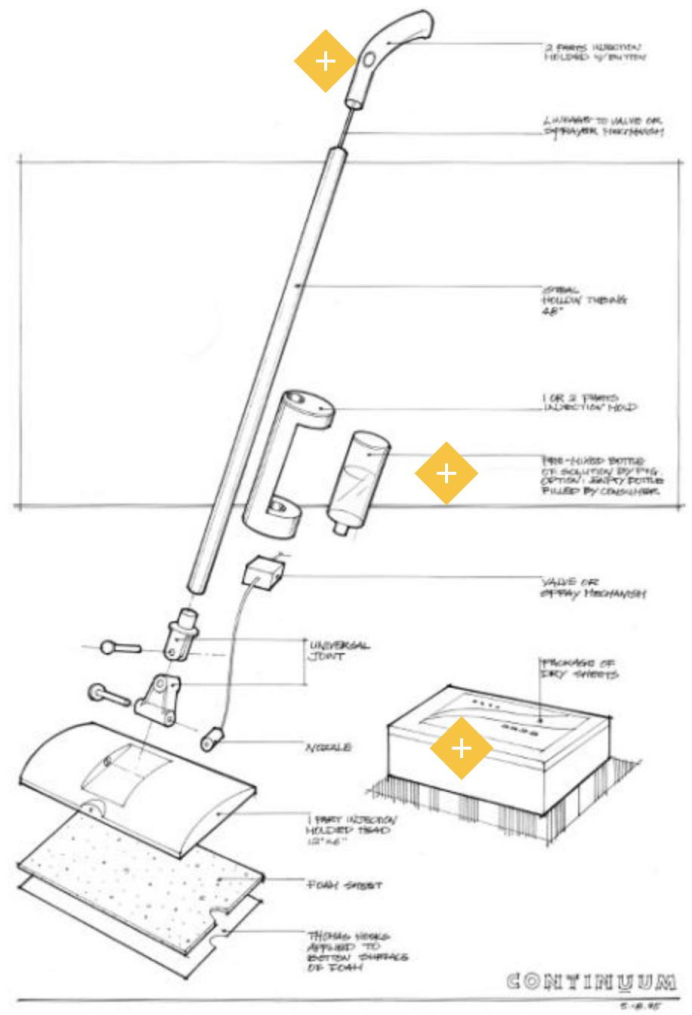




03.11.13

# The Innovation Method Behind Swiffer Madness

Design consultancy Continuum has helped P&G and Reebok make game-changing products. How? By understanding their clients' client.



# Discovery Process

One Approach



## OPEN ENDED CONVERSATIONS

Start with a broad set of questions and dig deep.  
Don't try too hard to find insights too quickly

## SYNTHESIZE CONVERSATIONS

Review all of the conversations and synthesize findings into groups. Allow the structure to emerge.

## IDENTIFY INSIGHTS

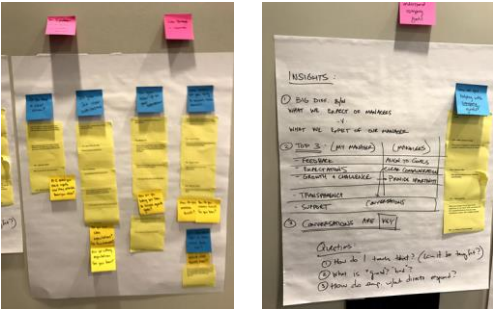
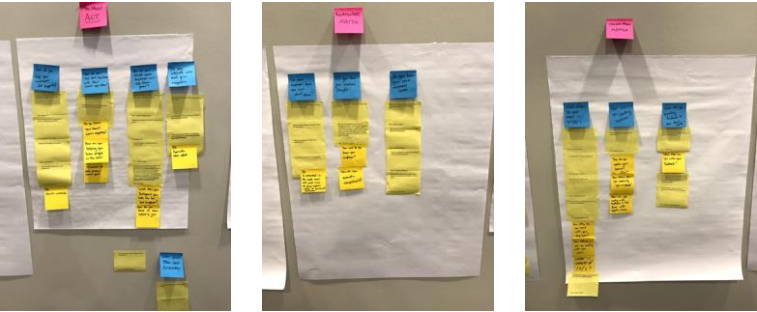
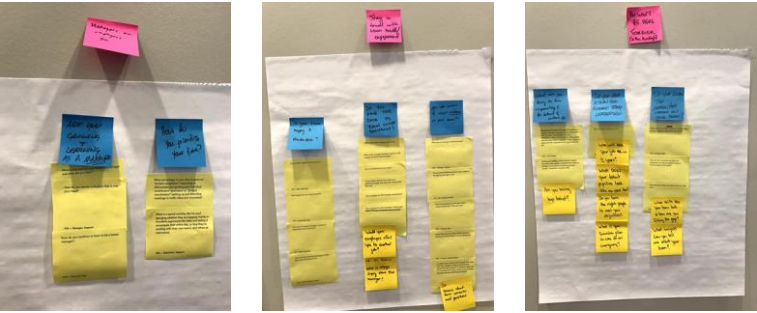
Analyze synthesis and structure looking for insights.  
Question everything and find ways to dive deeper.

## REFINE DISCUSSION GUIDE, USE MODELS

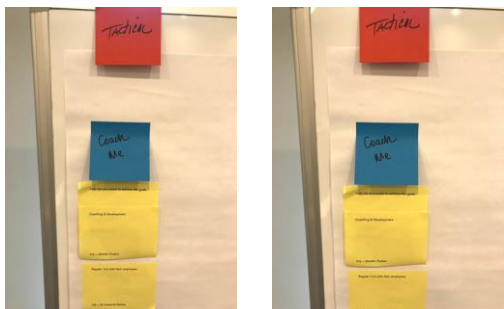
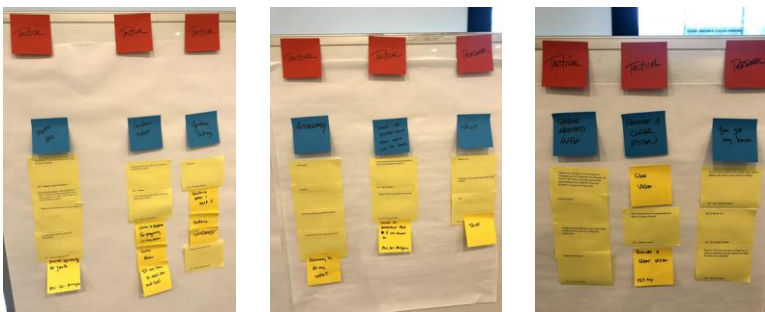
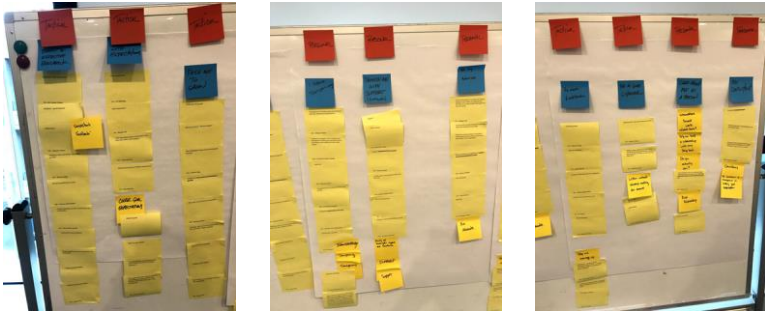
Refers to a good or service being offered by a company ideally a product



# Expectations of Managers



# Expectations of MY Manager





# Synthesize Convos

## DEEP WORK

You need time and space to go through the conversations and pull out every meaningful bit.

## EMERGENT STRUCTURE

Don't impose structure and groups on the synthesis until it emerges. This should jump off the page.

## OUR INSIGHTS

People talk about what they expect of managers much different than how they talk about what they expect of THEIR manager

# Our Insights

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1. Expectations of managers v. Expectation of our manager
2. Conversations are key to manager success
3. We might have less experienced managers

<b>My Manager</b>	<b>All Managers</b>
Feedback	Align teams to the business objectives
Expectations	Clear and consistent communication
Growth and Challenge	Take action and provide opportunity

# New Questions

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1. How do I teach effective conversations to my managers?
2. What does a good conversation look like?
3. Can all managers learn these skills?

# Conversation-Centric Manager Development



OUTCOMES:

- INSTRUCTURE USES SOME CAREER DEVELOPMENT PROTOTYPES THAT:
  - INCREASE EMPLOYEE ENGAGEMENT SCORES IN IN-CAREER DEV (GUNT)
  - "ARE LOW LOOKING" SCORES
  - HELP US FIND DIRECTIONAL AND TACTICAL INPUTS FOR OUR TOOL

STRENGTHS:

STRATEGY  
IDEATION  
CONFIDENCE → COMES FROM LEARNING/KNOWING  
EXECUTION

NEEDS:

TO DO WELL → STATUS AS AN INDICATOR OF GROWTH AND SKILL  
ADDED TO OPTIMIZATION

BIG NUNS:

LIQUIDITY  
EFFICIENCY  
COMPLEXITY  
"PUT IT ON THE FROSE"



ONCE I'M RICH...  
PHILANTHROPY AT SCALE...  
SPECIFICALLY BROKEN SYSTEMS

\$\$\$

KARL SUN



PEOPLE ASK FOR HELP WITH:

- SOFTWARE
- FINANCE
- SPREADSHEETS
- COMPLEXITY → SIMPLICITY
- TALKING ABOUT STUFF
- BUSINESS CASES
- NEGOTIATION
- \* FIXING THINGS

WHY WORK?

- MORE ABILITY TO DO IT RIGHT
- INHERENTLY GOOD
- MAKES ME HAPPY
- PURPOSE IN LIFE
- FINANCIAL INDEPENDENCE
- PAY THE BILLS
- MATERIAL SATISFACTION

PEOPLE

- WHO MAKE A MAJOR IMPACT
- WHO HAVE A GOOD LIFE
- ELON MUSK
- HENRY FORD
- STEPHEN RICHES

CAN YOU DO BOTH?

"PLAY"

- RESEARCH: FINANCE, HUNT STUFF WORKS
- BUILDING: PROTOTYPES, SOFTWARE

CARE HOW I TREAT PEOPLE  
↳ CAN BE MEAN TO PEOPLE WHO

FEEL GOODS

- INIST / JOB
- LOW-RISK LEARNING
- PEOPLE / RELATIONSHIPS
- MISSION / PURPOSE

HABITS

- CHECK ROBIN HOOD
- DUBLINGO
- SPANISH
- NETFLIX / HULU

INTERESTS

LANGUAGES

- POEEMAN
- TOWNING DINES
- BUILDINGS + BEATING
- NOT ABOUT COMPETITION
- ABOUT: DOING WELL

HUNGARIAN

FRENCH IMMERSION

BUILDING

WHY ME OF OTHERS

- EXECUTE WHEN THERE IS OPPORTUNITY

THOUGHT ABOUT ACADEMIC

BUT... WANT TO DO STUFF

MISSIONS THAT MOVE ME...

- BROKEN SYSTEMS THAT IMPACT LIVES

\$1

# Manager Conversations

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- 1. Foundation:** drivers, personality, strengths, interests
- 2. Connection:** care personally, go beyond project status
- 3. Progress:** check-in regularly to move things forward
- 4. Development:** regular check-ins on career and growth

If you're having these conversations there will be no surprises when you talk title and compensation

# Foundation Conversations

## DRIVERS

 Collaboration

 Work-Life Balance

 Knowledge & Expertise

 Vision

 Impact

 Creativity

 Innovation

### 1. Ideation

STRATEGIC THINKING

People exceptionally talented in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.

VIDEO

PDF

### 2. Futuristic

STRATEGIC THINKING

People exceptionally talented in the Futuristic theme are inspired by the future and what could be. They energize others with their visions of the future.

VIDEO

PDF

### 3. Strategic

STRATEGIC THINKING

People exceptionally talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

VIDEO

PDF

### 4. Individualization

RELATIONSHIP BUILDING

People exceptionally talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how different people can work together productively.

VIDEO

PDF

### 5. Input

STRATEGIC THINKING

People exceptionally talented in the Input theme have a need to collect and archive. They may accumulate information.

VIDEO

PDF

What kind of work would you like to be doing at the pinnacle of your career?

ANSWER 2 MONTHS AGO

Writing, speaking, thought leadership, consulting

## Personality

### Venturer

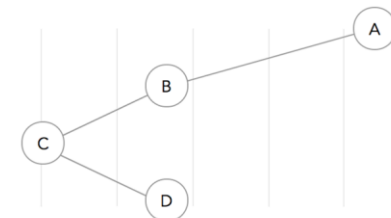
Self-starter, self-motivator, risk-taker with a goal-oriented mind.

Collaborative

Reserved

Driving

Flexible



Independent

Sociable

Steady

Precise





CREATIVITY

MANAGEMENT

MEANING

SKILL  
GROWTH

SECURITY

STRENGTHS

INTERESTS

AUTONOMY

STATUS/  
BRAND

PERSONALITY

INDUSTRY

PEOPLE

LEADERSHIP

MISSION

INFLUENCE

MONEY +  
REWARDS

COMPANY  
TRAITS

KNOWLEDGE  
+ EXPERTISE

ACTIVITIES

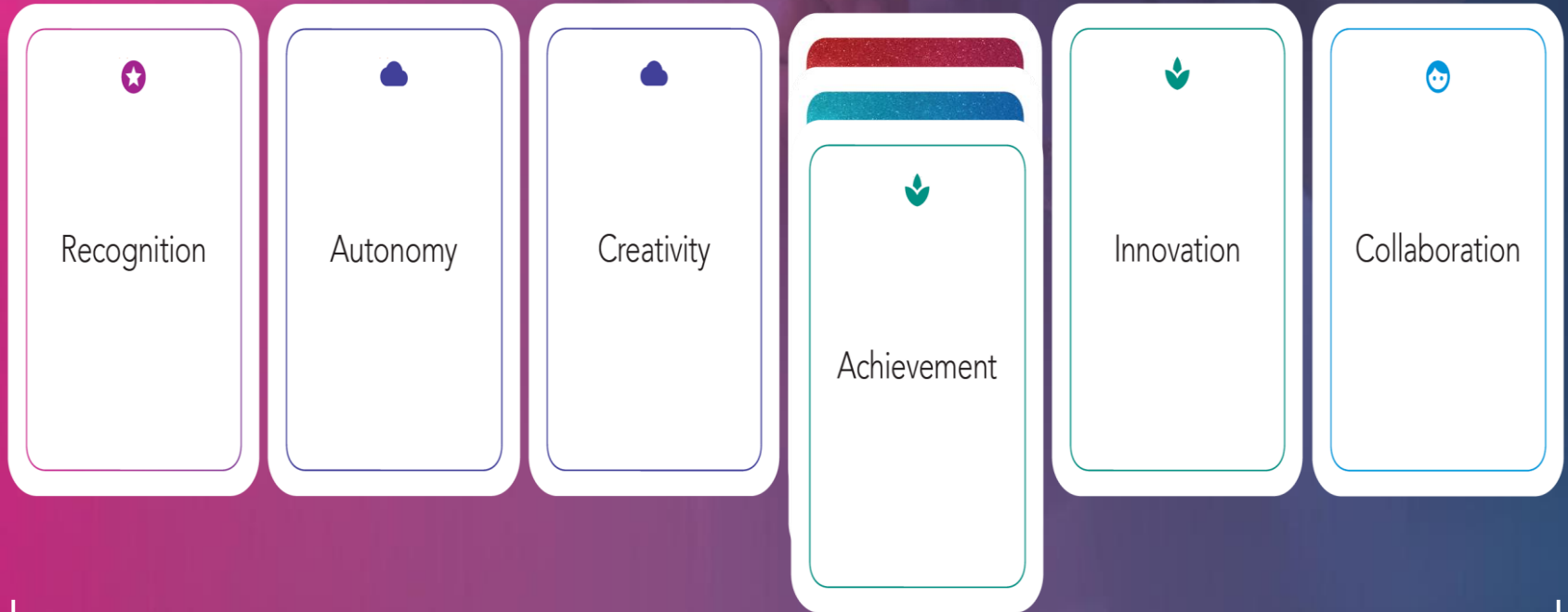
IMP







# Career Drivers



Most important

Least important

# Connection Conversations

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# Progress Conversations

## Shared 1on1 Agenda

Q2 Product Launch

LISA 8 MIN AGO  
Excited to riff on ways I can support your efforts here. This is a critical launch for the company and it sounds like you're on the right track.

JULIE 5 MIN AGO  
I've got a few ideas that I'm excited to run past you!

+ ADD NOTE

Team Update - three new reports coming your way + ADD NOTE

Feedback for me 4 NOTES

Type to filter topics

- 30 Day Review 7 Questions >
- 90 Day Review 9 Questions >
- Career Development 12 Questions >
- Goal Setting 5 Questions >
- Performance Improvement Plan 8 Questions >

Select a topics to view question recommendations CANCEL



# Development Conversations

**Julie Smith**  
Performance Conversation

Wins Plan Other

NEXT > X

Let's celebrate some wins!  
What do you feel proud of recently?

**JAKE**

Reflect on what you feel is going well

What goals are completed or going well?

- ✓ > **Make at least 3 placements in Q2**  
Completed 1 month ago
- ✓ > **Decrease new hire failure rate**  
Completed 1 month ago
- ✓ > **Streamline the recruiting process**  
Completed 1 month ago

+ ADD GOAL    ADD EXISTING (1)

BRIDGE    10M1    LEARNING    GOALS    ASSESSMENT

TODAY

### Career Development Plan

Embarked November 2017

BASECAMP    PRODUCT MANAGEMENT TEAM LEAD    NEXT CHECKIN February 1st

- Collaborative** SINCE DEC 2017  
3 of 6 COMPLETED    HIDE
- Manages the work** SINCE DEC 2017  
1 of 4 COMPLETED    VIEW ALL
- Customer experience** SINCE DEC 2017  
0 of 3 COMPLETED

- Watch Aaron moderate today in collab meeting  
MARK INCOMPLETE
- Be more present in meetings so when opportunities to help others arise, I can be ready.  
MARK INCOMPLETE
- Managing Discussions with Difficult People
- Rapid Prototyping with your Teammates  
COURSE / 45 MINS  
START COURSE
- Read 'Ego Free Leadership'  
GOAL / FEB 28, 2017  
COMPLETE
- Enhancing Your Productivity  
COURSE / 45 MINS  
CONTINUE COURSE
- Contact Jenny Jones about a mentorship.  
COMPLETE
- Building Customer Loyalty  
COURSE / 45 MINS  
START COURSE
- Talk to Lane McGhee about a mentorship.  
COMPLETE
- Look for a way to improve the work lives of 3 colleagues  
GOAL / FEB 28, 2017  
COMPLETE
- Customer Service Foundations  
LIVE TRAINING / 90 MINS  
REGISTER

SET GOAL    ADD TASK    ENROLL

# Gallup finds that **great managers** have the following talents:

1. They **motivate** every single employee to take action and engage employees with a compelling mission and vision
2. They have the **assertiveness** to drive outcomes and the ability to overcome adversity and resistance
3. They make **decisions** based on productivity, not politics
4. They create a culture of clear **accountability**
5. They build **relationships** that create trust, open dialogue, and full transparency

# Actions

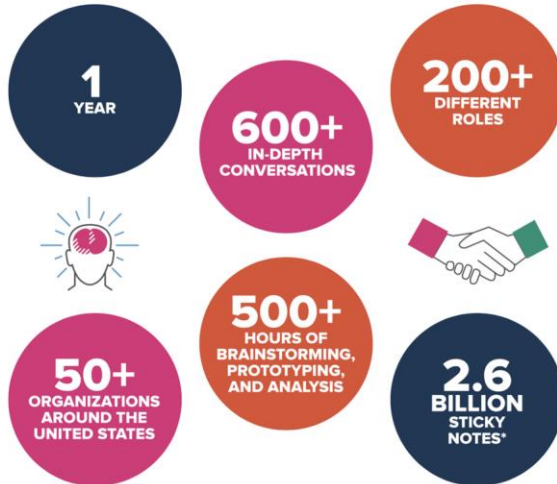
Research  
Infographic

Card Request  
[www.bridgedrivers.com](http://www.bridgedrivers.com)

## Deep Conversations Bring Productive Insights

(Like, a lot of deep conversations)

There's no way around it. To understand what motivates employees' career decisions, you have to make time for hundreds of meaningful, focused conversations. Here's how we approached it:



*\*May be a slight exaggeration. But it sure seemed like a lot.*



# Conversation