Making the Most of Your Managers

Learning Advisor Master Class Series

Session 8
25 October 2018

Gartner.

ler·ning ad·vīzar

Learning Advisors impact business outcomes by leveraging their L&D and business expertise to proactively influence talent and business decisions.

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THE LEARNING ADVISOR MODEL

"Traditional" L&D Expertise

L&D Terrain Knowledge

L&D Process Skills

"Emerging" Business Expertise

Analytical Skills

Client-Specific Business Acumen
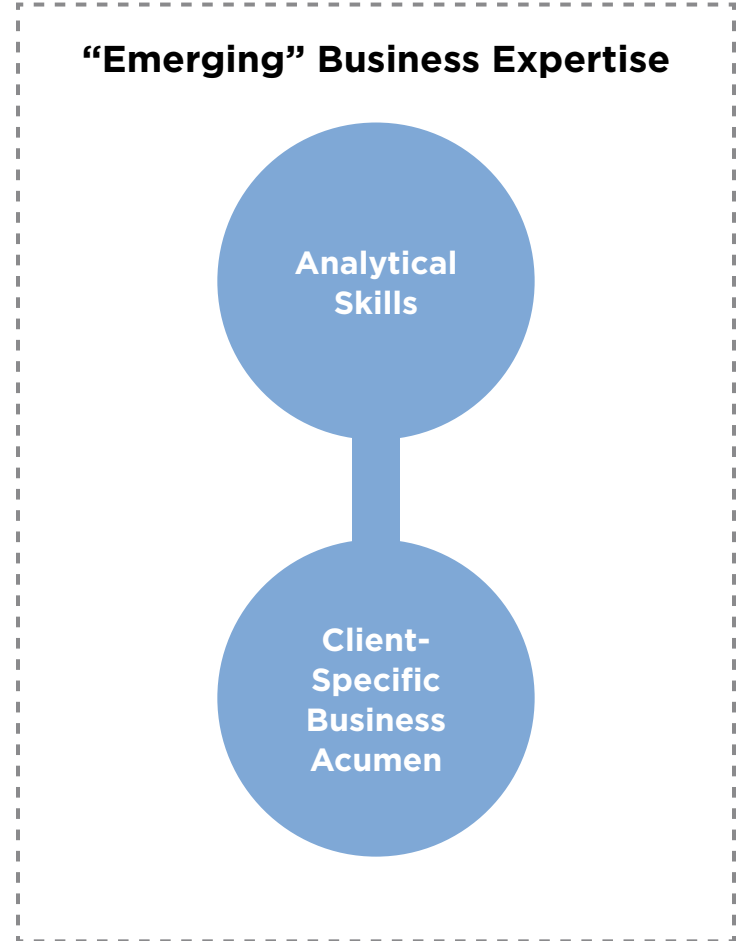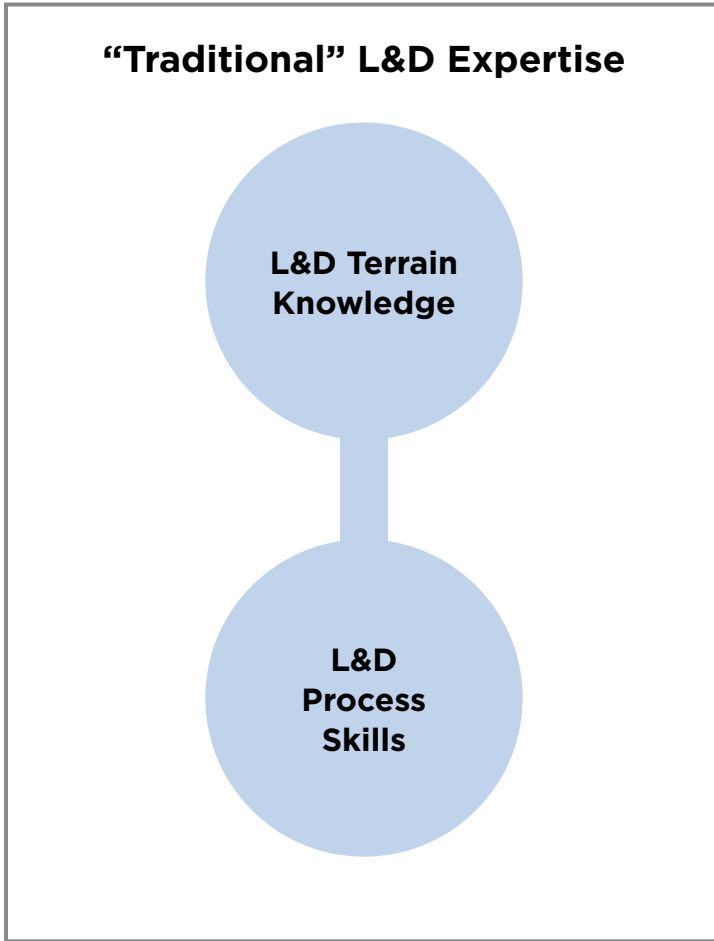
Source: CEB analysis.

THE LEARNING ADVISOR MODEL

"Traditional" L&D Expertise

- L&D Terrain Knowledge
- L&D Process Skills

Advisory Capability

"Emerging" Business Expertise

- Analytical Skills
- Client-Specific Business Acumen

Source: CEB analysis.

ROADMAP

Why Do I Need to Focus on Managers Today? ▶ What Do Good Managers Look Like? ▶ How Do I Develop Better Managers? ▶ How Do I Support Managers on the Job?
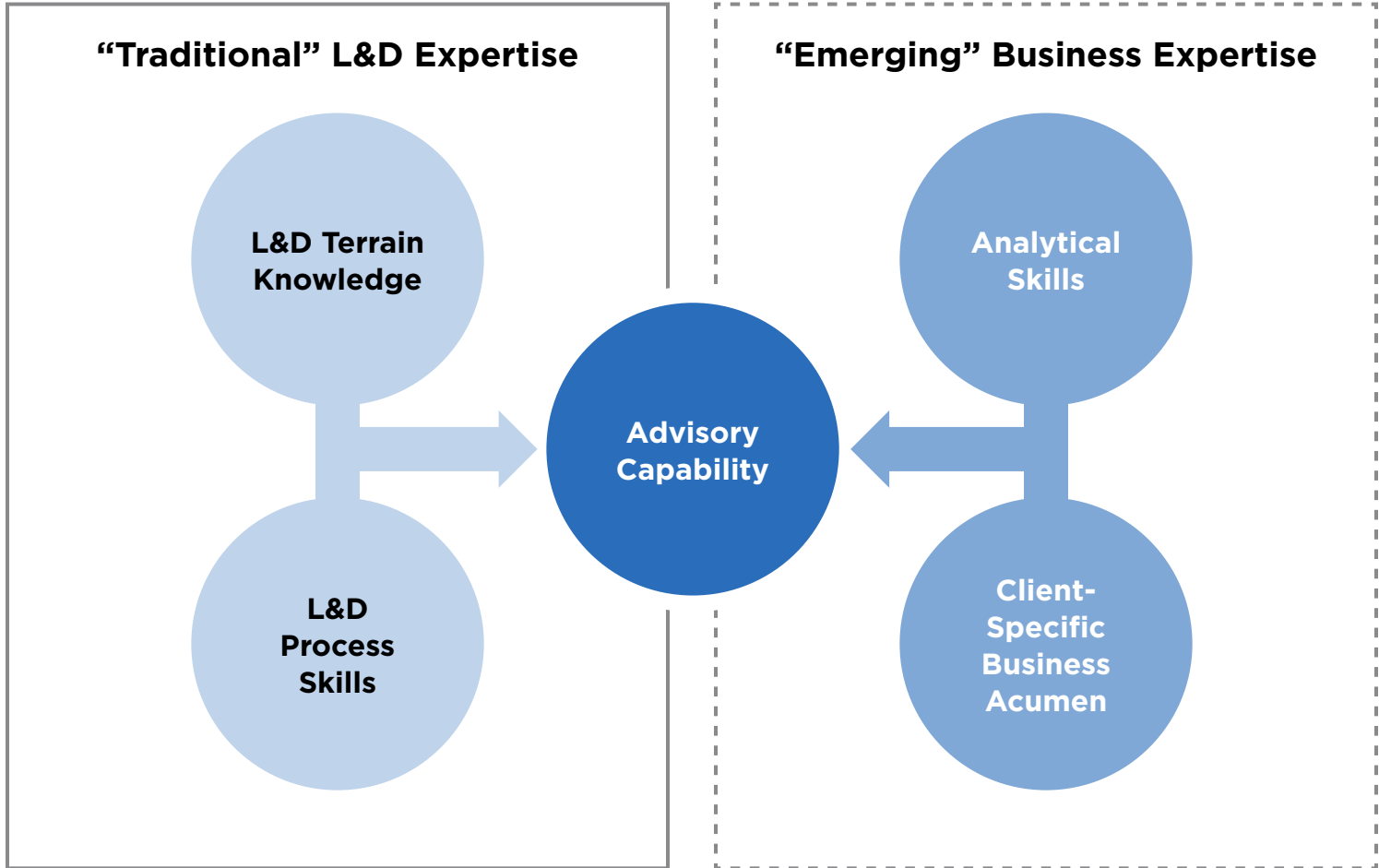
CHANGE IS CONSTANT

Major Shifts in the Work Environment

Technology Shifts	Organizational Shifts	Performance Management Shifts	Career Shifts
More Connected	More Matrixed	More Ongoing	More Lateral
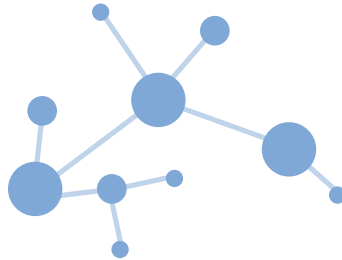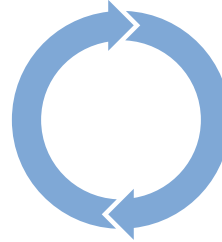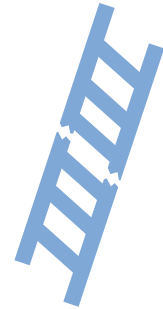
Source: CEB analysis.

L&D AND EMPLOYEES EXPECT MORE DEVELOPMENT

L&D Expects Managers to Spend More Time on Employee Development
Percentage of Heads of L&D with Increased Expectations on the Manager's Role in Employee Development

72%
Heads of L&D
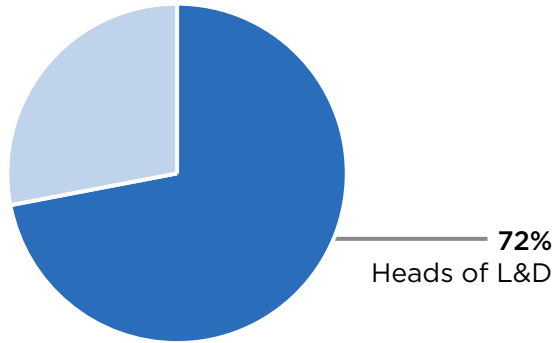
n = 225 Heads of L&D.
Source: CEB 2017 Head of L&D Manager Effectiveness Survey.

Employees Expect Development from Their Manager Across Many Situations
Percentage of Employees Expecting Manager-Led Development When They Are…

Situation	Percentage
Developing a Skill for My Current Role	44%
Developing a Skill for My Future Career	43%
Developing My Career	43%
Identified as a High-Potential Employee	36%
Completing a Particular Task	34%
Regularly Scheduled Performance Review	31%
Identified as a Poor Performer	25%
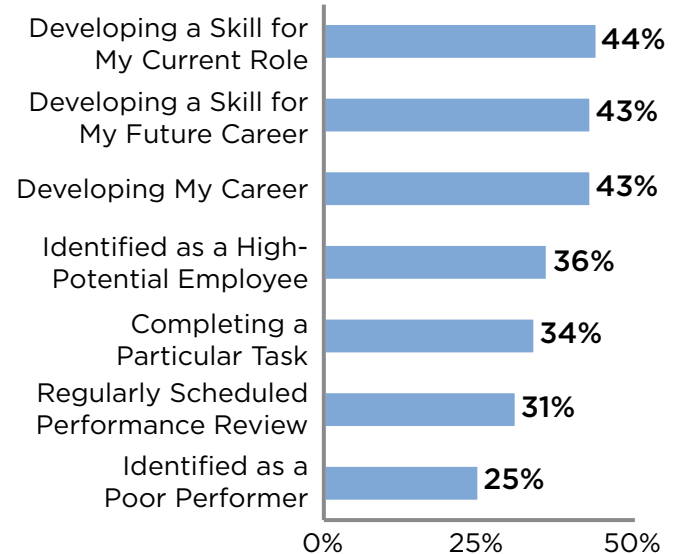
n = 7,309 employees.
Source: CEB 2017 Manager Effectiveness Survey.

INCREASING INVESTMENT IN MANAGERS

Average Percentage Change in L&D Budgets from 2016 to 2017

L&D continues to increase manager development spending despite overall L&D budget contraction.

11% — L&D Budget for Manager Development

(3%) — Overall L&D Budget
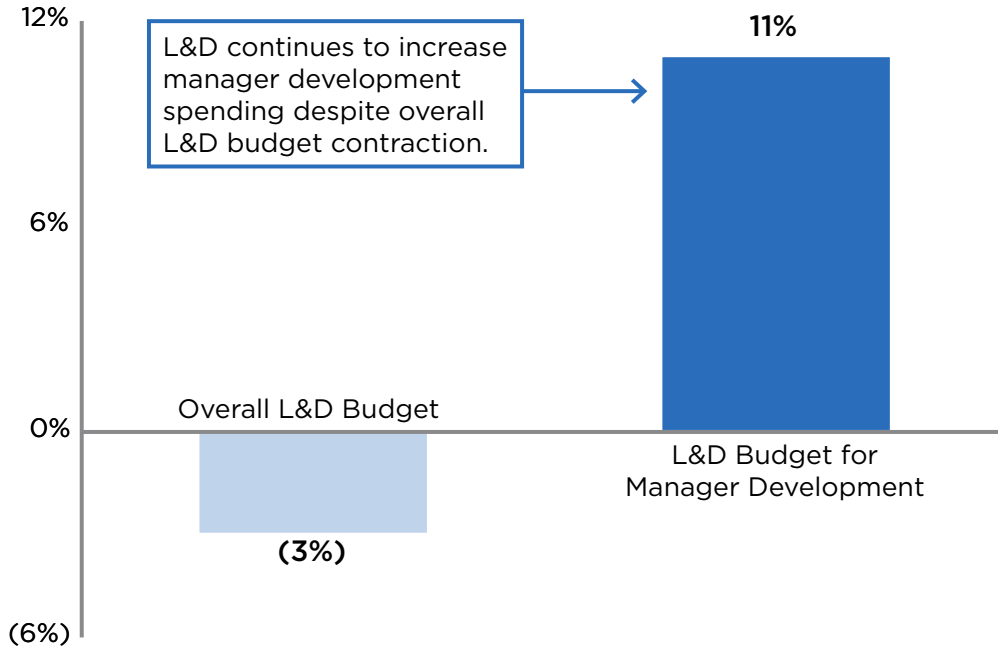
L&D Investment in Managers
- Training for new managers
- Online manager resource portals
- Coaching programs for managers
- Manager learning technology solutions

n = 63 Heads of L&D; 225 Heads of L&D.
Source: CEB 2017 Learning and Development Agenda Poll; CEB 2017 Head of L&D Manager Effectiveness Survey.

MANAGER QUALITY REMAINS FLAT

Employee Satisfaction with Manager Quality Stagnant Over Time
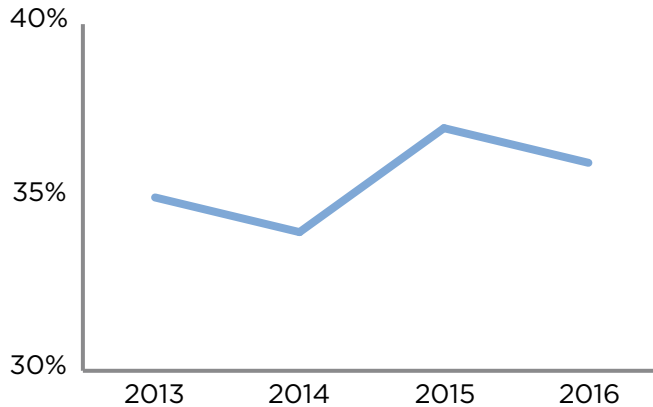
n = 14,223 (2013); 17,971 (2014); 22,680 (2015); 21,140 (2016).
Source: CEB 2013–2017 Global Labor Market Survey.

Managers Lack the Confidence to Develop Employees
Percentage of Managers Who Feel Confident Coaching and Developing

45%
Managers
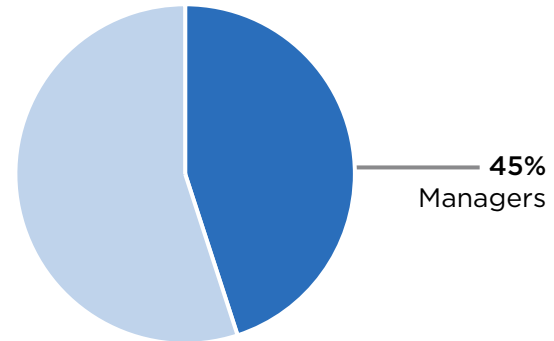
n = 4,821 managers.
Source: CEB 2017 Manager Effectiveness Survey.

WHY IS IT HARD?
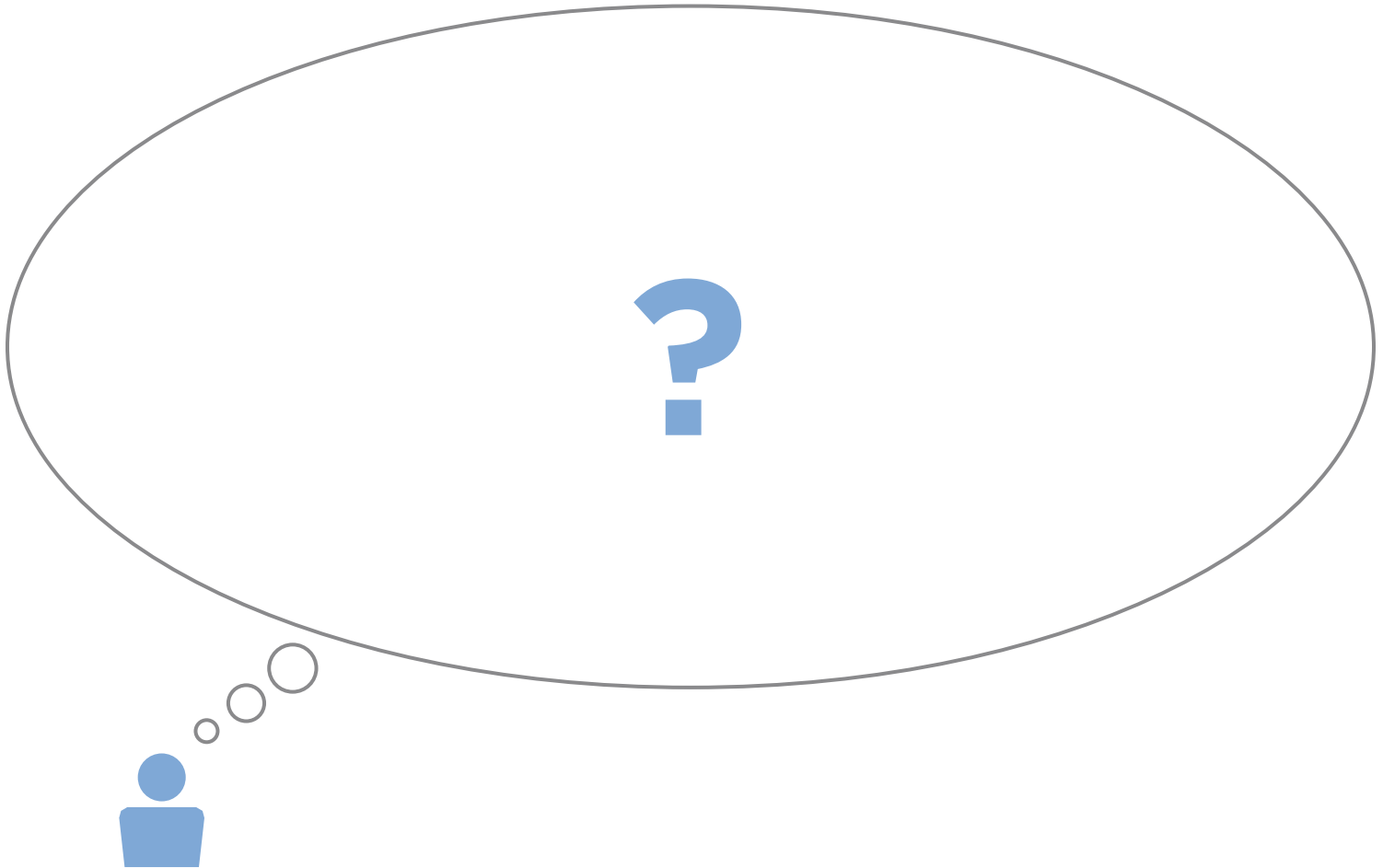
Challenges of Developing Managers

WHY IS IT HARD?

Challenges of Developing Managers

It's hard to communicate with my managers.

Managers under-prioritize employee development.

No one actually uses the resources we create.

Managers don't apply learning.

Managers don't think employee development is part of their jobs.

Managers have a 'check the box' mentality.

Managers are too busy.

Managers don't make time for development.
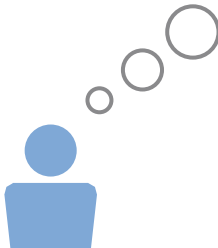
Source: CEB analysis.

ROADMAP

Why Do I
Need to Focus
on Managers
Today?

▶

**What Do
Good
Managers
Look Like?**

▶

How Do I
Develop Better
Managers?

▶

How Do I
Support
Managers
on the Job?

WHAT DO GOOD MANAGERS LOOK LIKE?

Four Types of Managers

Teacher

"I develop my employees using **my expertise and experience.**"
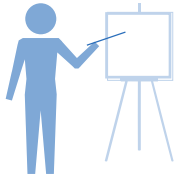
- Provides advice-oriented feedback
- Drives employee coaching and development
- Teaches based on own expertise

WHAT DO GOOD MANAGERS LOOK LIKE?

Four Types of Managers

Teacher

"I develop my employees using **my expertise and experience.**"

- Provides advice-oriented feedback
- Drives employee coaching and development
- Teaches based on own expertise

Always On

"I provide continuous **coaching and feedback** across a breadth of skills."
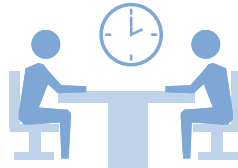
- Provides frequent feedback
- Directs employee coaching and development
- Develops across a breadth of skills

Source: CEB analysis.

WHAT DO GOOD MANAGERS LOOK LIKE?

Four Types of Managers

Teacher	**Always On**	**Connector**
"I develop my employees using **my expertise and experience.**"	"I provide continuous **coaching and feedback** across a breadth of skills."	"I introduce my employees to the **right people** for their development needs."

Teacher	Always On	Connector
▪ Provides advice-oriented feedback	▪ Provides frequent feedback	▪ Provides targeted feedback
▪ Drives employee coaching and development	▪ Directs employee coaching and development	▪ Connects employees to others for coaching and development
▪ Teaches based on own expertise	▪ Develops across a breadth of skills	▪ Creates a positive team development environment

Source: CEB analysis.

WHAT DO GOOD MANAGERS LOOK LIKE?

Four Types of Managers

Teacher	Always On	Connector	Cheerleader
"I develop my employees using **my expertise and experience.**"	"I provide continuous **coaching and feedback** across a breadth of skills."	"I introduce my employees to the **right people** for their development needs."	"I enable my employees to take their development **into their own hands**."

Teacher
- Provides advice-oriented feedback
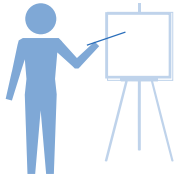- Drives employee coaching and development
- Teaches based on own expertise

Always On
- Provides frequent feedback
- Directs employee coaching and development
- Develops across a breadth of skills

Connector
- Provides targeted feedback
- Connects employees to others for coaching and development
- Creates a positive team development environment

Cheerleader
- Provides positive, empowering feedback
- Encourages employee self-development
- Has a hands-off approach to development

Source: CEB analysis.

ONE WINNER AND ONE CLEAR LOSER

Maximum Impact of Manager Approaches to Coaching and Development on Employee Performance

Improves Employee Performance

Always On

(8%)

Teacher **7%**

Cheerleader **9%**

Connector **26%**

Connector Managers **triple the likelihood that their direct reports are high performers.**

Degrades Employee Performance
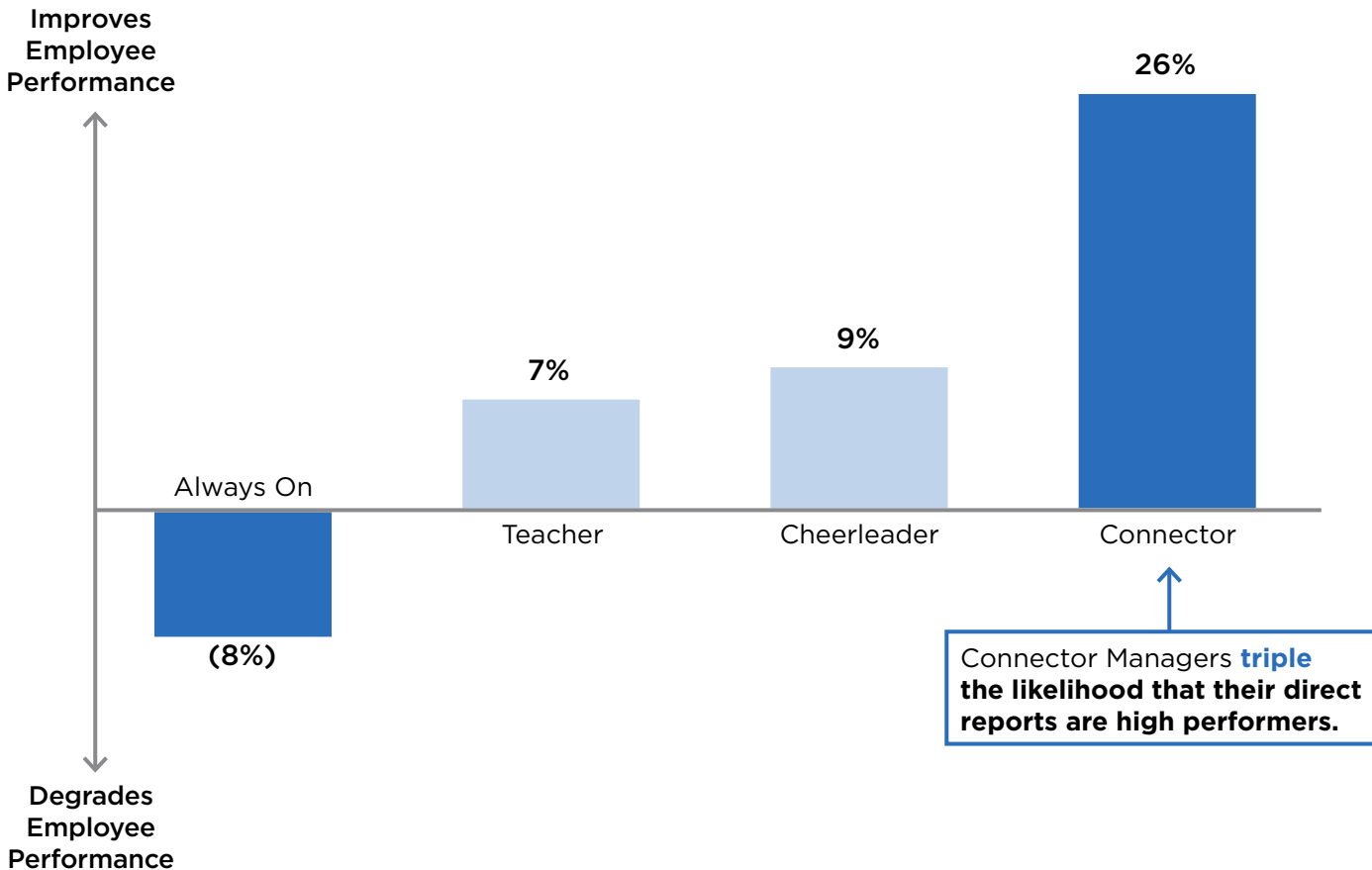
n = 7,309 employees.

Source: CEB 2017 Manager Effectiveness Survey.

WHO IS THE CONNECTOR MANAGER?

Source: CEB analysis.

ARE YOUR MANAGERS CONNECTORS?

| 1 | Do your managers understand the importance of employee development to their role? | ☐ **Yes** ☐ **No** |

Source: CEB analysis.

ARE YOUR MANAGERS CONNECTORS?

1	

2	**Do your managers understand their employees' development needs?**	☐ **Yes** ☐ **No**

Source: CEB analysis.

ARE YOUR MANAGERS CONNECTORS?

1

2

3 Do your managers leverage their teams to develop each other?

☐ **Yes**
☐ **No**

Source: CEB analysis.

ARE YOUR MANAGERS CONNECTORS?

1

2

3

4 Do your managers help their employees connect for development with others in the organization?

☐ **Yes**
☐ **No**

Source: CEB analysis.

ARE YOUR MANAGERS CONNECTORS?

1	

2	

3	

4	

5	**Do your managers help their employees apply what they learn from development connections?**

☐ **Yes**

☐ **No**

Source: CEB analysis.

Result

If you selected **"NO"** for any of these questions, then **let's get started.**

ROADMAP

Why Do I Need to Focus on Managers Today?

▶

What Do Good Managers Look Like?

▶

How Do I Develop Better Managers?

▶

How Do I Support Managers on the Job?

DEVELOPING CONNECTOR MANAGERS

Three Keys to Leveraging Managers for Development

Get Manager Buy-in for Employee Development	**Understand and Design for Managers' Context**	**Help Managers Make Development Connections**

Show, Don't Tell, Managers

- Make Development Resources Effortless
- Address Managers' Barriers to Access
- Plan and Design with Consumability in Mind

- Connect the Team for Development
- Support High-Quality Connections

Source: CEB analysis.

DEVELOPING CONNECTOR MANAGERS

Three Keys to Leveraging Managers for Development

Get Manager Buy-in for Employee Development	**Understand and Design for Managers' Context**	**Help Managers Make Development Connections**

Show, Don't Tell, Managers

Source: CEB analysis.

MANAGERS DON'T PRIORITIZE DEVELOPMENT

Little Room for Employee Development in Managers' Days

Activities L&D Expects Managers to Complete

- Complete performance reviews
- Create stretch opportunities
- Onboard new employees
- Coach continuously
- Create employee IDPs
- Hold regular employee check-ins
- Develop HIPOs
- Provide frequent feedback
- Teach new skills
- Pass along relevant employee development opportunities
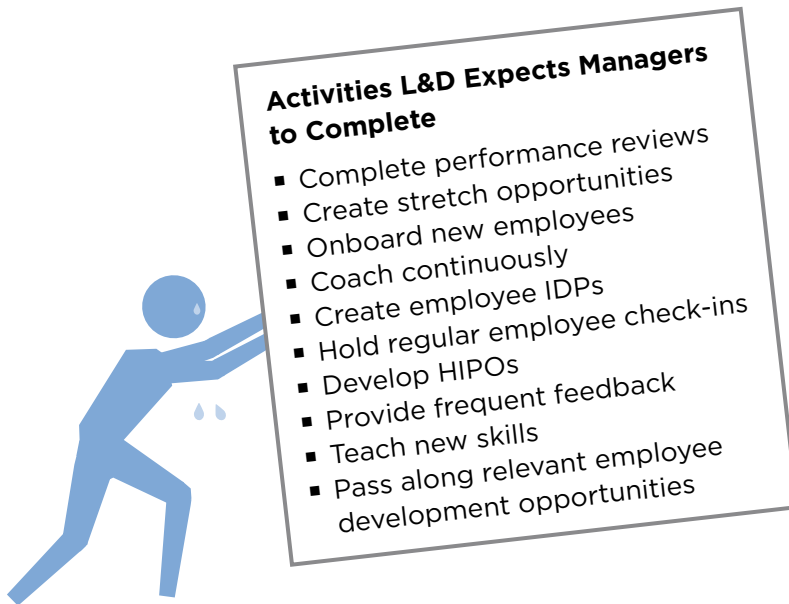
Manager Calendar	
9 a.m.	Team Pull-Up
	Initial Sales Call
10 a.m.	
11 a.m.	Q3 Strategy Planning
Noon	Marketing Touchpoint
	Working Lunch with Juan
1 p.m.	
	Check-In with Mary
2 p.m.	Project Planning
3 p.m.	Follow-Up Sales Call
4 p.m.	Leadership Roundtable
	Collaboration Session
5 p.m.	Initial Sales Call
6 p.m.	Global Sales Meeting

How do we get managers to buy-in to the importance of employee development?

n = 7,309 employees.

Source: CEB 2017 Manager Effectiveness Survey.

SHOW, DON'T TELL, MANAGERS

L&D Assumptions on Development Disconnected from Manager Reality

L&D Assumptions

- Managers understand they have a role to play in employee development.
- Managers enjoy and want to develop employees.
- Managers know that employee development has an impact on the business.

Manager Reality

- ✗ Nearly a third of managers don't believe their employees are interested in development.
- ✗ Twenty-three percent of managers would not coach or develop employees if they didn't have to.
- ✗ Only 39% of managers report that L&D helps them prioritize employee development interactions.

Source: CEB analysis.

SHOW, DON'T TELL, MANAGERS

L&D Assumptions on Development Disconnected from Manager Reality

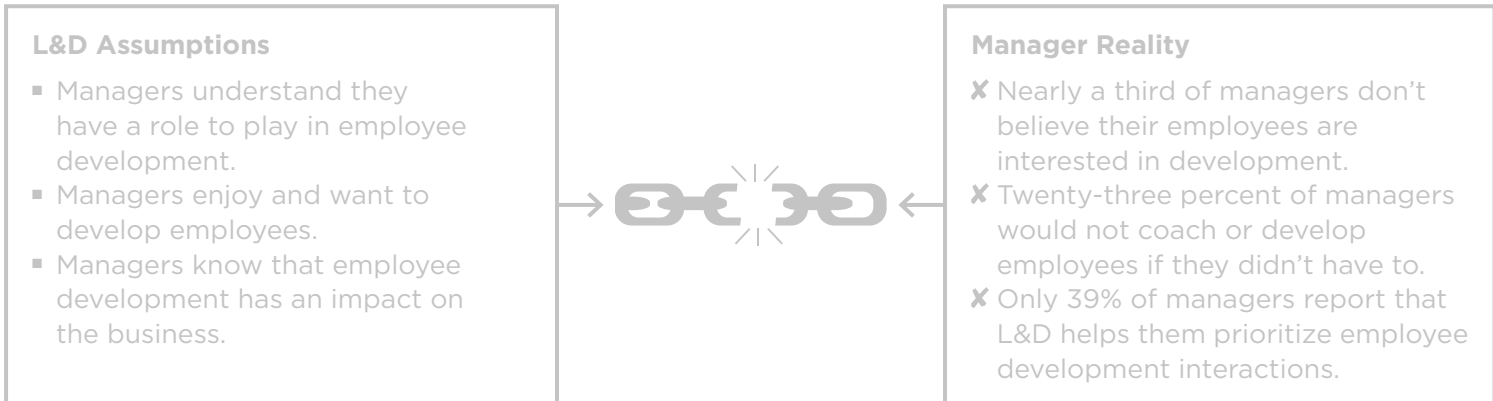| L&D Assumptions		Manager Reality
■ Managers understand they have a role to play in employee development. ■ Managers enjoy and want to develop employees. ■ Managers know that employee development has an impact on the business.		✘ Nearly a third of managers don't believe their employees are interested in development. ✘ Twenty-three percent of managers would not coach or develop employees if they didn't have to. ✘ Only 39% of managers report that L&D helps them prioritize employee development interactions.

Source: CEB analysis.

Gain Manager Buy-In Through Self-Discovery

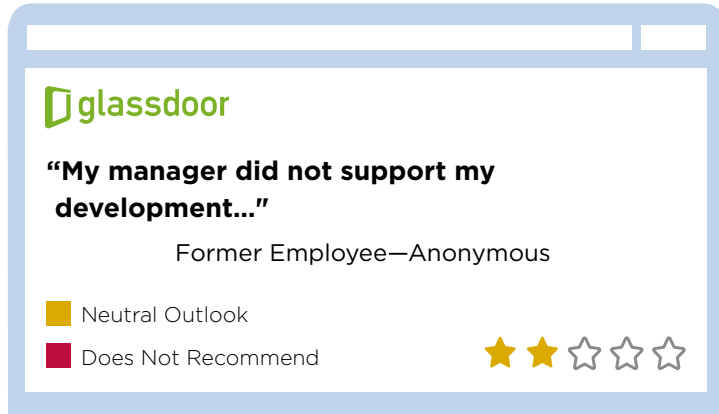| ✔ Share raw data so they can come to their own conclusions on the importance of development.	✔ Facilitate an open employee discussion panel to share their experiences with managers.	✔ Ask senior leaders to share personal experiences of how their focus on development helped them achieve a goal.
Example: Show comments about managers on Glassdoor	**Example:** Reserve time in a townhall for an employee panel on how they experience manager-led development	**Example:** Embed development related stories into existing senior leader talks on strategy or other business issues

Source: CEB analysis.

SEE HOW AMDOCS USED DATA FOR MANAGER BUY-IN

Public Reviews of the Organization

glassdoor

"My manager did not support my development..."

Former Employee—Anonymous

■ Neutral Outlook
■ Does Not Recommend

★★☆☆☆

Source: Amdocs; CEB analysis.

Exit Survey Results
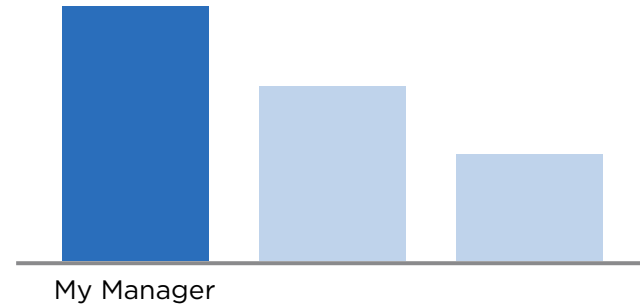
My Manager

Source: Amdocs; CEB analysis.

The L&D team at Amdocs shared the data that drove them to focus on manager development with their managers themselves. This demonstrated the effect that poor manager development had on the organization.

EXERCISE: ENABLE SELF-DISCOVERY FOR BUY-IN

Instructions

Think about the typical manager profile at your organization and reflect on their perceptions of employee development. Then, think of how you will help them self-realize the importance of their role. Brainstorm what tactics and data sources you might use.

Reflection Questions: Are Your Managers in the Know?

- Do your managers know that development leads to employee engagement, retention, and overall performance?

- Do your managers consider development as a lever of business performance?

- Do you remind your managers periodically of the importance of development?

- Do your programs not just teach how to develop, but help managers discover why development is worth their time and effort?

Thought Starters: Credible Input to Make the Case for Manager-Led Development

- Online public forums

- HRBP conversations

- Anecdotal data

- Managers' 360 reviews

- Employee focus group on manager-led development

- Senior leader success stories about employee development

What data or sources will you leverage to help managers self-discover the importance of employee development?

DEVELOPING CONNECTOR MANAGERS

Three Keys to Leveraging Managers for Development

Get Manager Buy-in for Employee Development	Understand and Design for Managers' Context	Help Managers Make Development Connections

Understand and Design for Managers' Context

- Make Development Resources Effortless

- Address Managers' Barriers to Access

- Plan and Design with Consumability in Mind

Source: CEB analysis.

MANAGERS STRUGGLE TO USE L&D'S RESOURCES

## L&D Invests in a Multitude of Manager Solutions

- Training for new managers
- Online manager resource portals
- Coaching programs for managers
- Manager learning technology solutions

> "I know there's content on development on our intranet, but I forget how to get to it every time!"
>
> Manager
> Consumer Products Industry

Source: CEB analysis.

Managers Don't Find Resources Effective
Percentage of Managers Agreeing L&D Resources Helped Them Develop Direct Reports

30%
Managers
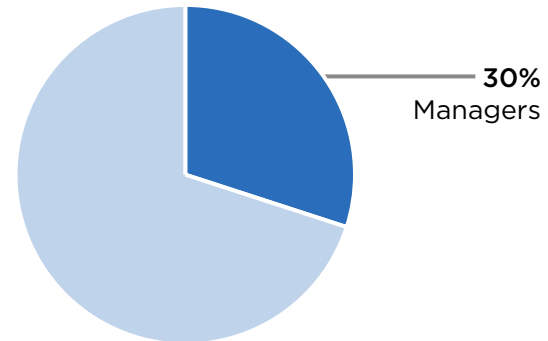
n = 2,471.
Source: CEB Manager-Led Development Effectiveness Survey.

> "I found a coaching training that I could sign up for next month, but I have a career conversation with Anna this afternoon."
>
> Manager
> Professional Services Industry

MAKE DEVELOPMENT RESOURCES EFFORTLESS

L&D Has Not Made Managers' Experience Effortless

Hard to Find

46% of Managers Strongly Agree to Agree

"Learning content provided by my organization is **easy to find**."

Hard to Consume

48% of Managers Strongly Agree to Agree

"The learning content provided by my organization is **easy to consume**."

n = 4,184 managers.
Source: CEB 2016 Digital Learner Survey.

Create an Effortless Experience

Ensure L&D tools and resources are easy to access at a manager's moment of need and easy to consume in a manager's context.

UNDERSTAND MANAGER CONTEXTS

Before you can design an effortless learning experience, you need to know the context in which your managers work and develop employees. Empathy mapping is a tool to understand your managers' contexts.

Empathy Mapping Tool

Seeing

- What is the manager's work environment?
- What would they see while using L&D solutions in their environment?

Example Responses:

- Open office concept, colleagues chatting on the phone
- Millennials and recent grads

Thinking and Feeling

- What are some of their priorities, worries, and aspirations?
- What would the manager be thinking and feeling when using L&D solutions?

Example Responses:

- Insecurity with their own skills (i.e., "Am I a good manager?")
- "I have so much work to do."

Source: CEB analysis.

UNDERSTAND MANAGER CONTEXTS (CONT'D)

Before you can design an effortless learning experience, you need to know the context in which your managers work and develop employees. Empathy mapping is a tool to understand your managers' contexts.
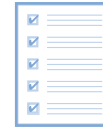
Empathy Mapping Tool

Hearing

- What does the manager hear in their environment when using L&D solutions?
- What would their colleagues, employees, or team say while they use L&D offerings?

Example Responses:

- Other managers' opinions on L&D solutions
- Preempting objections in employee conversations, rather than listening

Source: CEB analysis.

Doing

- What common tasks do managers do?
- Are they multitasking while using L&D solutions?
- Are they managing large teams? Are they globally dispersed?

Example Responses:

- Prioritizing completing their own project work
- Coordinating with a globally-dispersed team

PLAN AND DESIGN WITH CONSUMABILITY IN MIND

Principles of Consumable Learning Solutions

Litmus Test for Manager Development

Substance

Ensure the content is relevant to the learner's work and easy to understand.

▶ Managers can immediately apply what they learned to how they develop employees on their team.

Voice

Make content organic, not "corporate," candid, and naturally worded.

▶ The content is in the language that managers would use to talk about employee development.

Interaction

Create learning that is about learner behavior and action, rather than L&D theory.

▶ Content is about specific development-related tasks or behaviors that the manager needs to do.

Visual

Make content graphically interesting to ensure it is stimulating and inspiring.

▶ The visual format helps managers quickly and clearly understand how to change their development approach.

Source: CEB analysis.

ADDRESS MANAGERS' BARRIERS TO ACCESS

Using your understanding of managers' contexts, identify where they may struggle to access learning. Address their barriers to access to ensure they have an effortless learning experience.

Learning Access Barriers to Consider

Physical Barriers

- Do managers have the required hardware to access learning?
- Do software and network permissions allow managers to access the information they need?
- Are managers in geographic proximity to learning resources?

Behavioral Barriers

- Are manager habits aligned to where learning is placed?
- Is task-relevant learning available where work tasks occur?

Time Allocation

- Can managers quickly search and find relevant learning solutions?
- Do managers have time in their day-to-day work to access learning solutions?

Awareness

- Do managers receive communication about where learning solutions can be found?
- Are managers aware of available learning?

Proximity/Availability of Peers

- Do managers work in close proximity to their peers?
- Do managers have enough time to invest in peer learning?

Source: CEB analysis.

EXERCISE: MAKE SOLUTIONS EFFORTLESS

Instructions

Read the scenario below about a manager looking for development resources for coaching her direct reports. Identify areas where they could make it easier for managers to access or consume the learning.

Scenario

Andrea is an account manager at Beta Company. She leads a team of six associates with a regional focus in Australia. She wants to develop her coaching skills, in order to help her employees communicate with their clients. She finally finds some time to log onto the company's LMS and navigate to the manager coaching portal. She logs on to find a vast library of content that is difficult to sort through. Andrea digs in, but she finds the category labels and content titling difficult to interpret—"What exactly does 'Boosting Employee Performance' mean?" she wonders. Realizing she has a meeting in 10 minutes, she decides to come back to it later.

What are three things L&D could do to make learning content easier to access for this manager?

What are three things L&D could do to make learning content easier to consume for this manager?

DEVELOPING CONNECTOR MANAGERS

Three Keys to Leveraging Managers for Development

| Get Manager Buy-in for Employee Development	Understand and Design for Managers' Context	Help Managers Make Development Connections

- Connect the Team for Development

- Support High-Quality Connections

Source: CEB analysis.

MANAGERS TRY TO DO IT ALL THEMSELVES

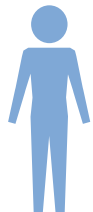**Managers Rarely Ask Others to Develop Their Direct Reports**

Percentage of Managers Agreeing They Leveraged Each Group to Provide Support for the Development of Their Direct Reports
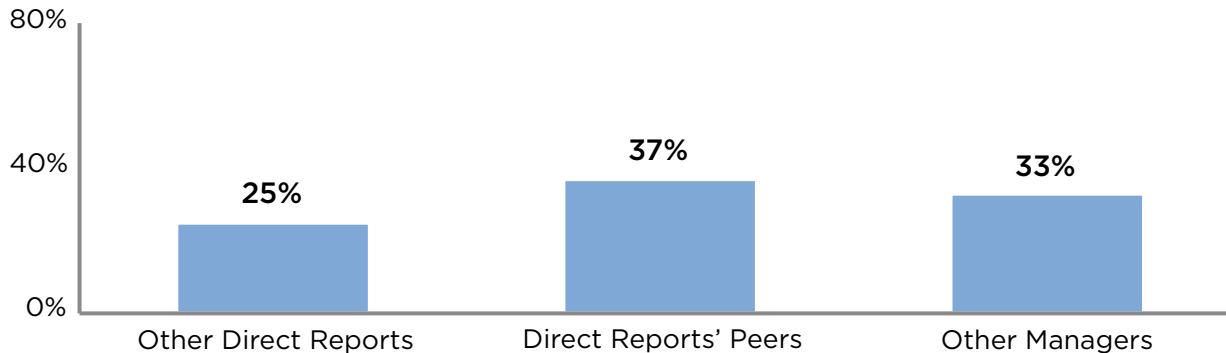
n = 4,821 managers.

Source: CEB 2017 Manager Effectiveness Survey.

Managers Aren't Always the Best Source of Development

"I know Angela needs help with her negotiation skills, but I'm not great at that myself... I guess I'll just try my best."

Manager

The Best Managers Connect Their Employees for Development

Managers are missing the opportunity to connect employees with **their team** and **others across the organization** for development.

Source: CEB analysis.

CONNECT THE TEAM FOR DEVELOPMENT

The Power of the Team as a Development Tool

Employees report that peers are the most effective development relationship, outside their managers

✔ Managers **don't waste time** developing multiple employees on the same skills

✔ Employees **share a broader range of skills** than a single manager can provide

✔ Employees can more easily **leverage existing connections** for development

Source: CEB analysis.

Barriers to Establishing Development Norms on the Team

✘ **Employees don't feel comfortable** sharing their development areas or vulnerabilities

✘ **Individual performance appears more highly rewarded** than team performance

✘ Teams are often fast-changing, making it **difficult to create a norm for development**

Source: CEB analysis.

Key Foundational Traits of an Open Team Environment

1. **Transparency Across Team Goals,** Projects, and Objectives
2. **Transparency Across Individual Strengths,** Skillsets, and Development Goals
3. **Manager-Supported,** Team-Sustained
4. **Open Information** and Communication Channels
5. Rewards and **Encourages Collaborative Behavior,** Not Just Individual

Source: CEB analysis.

HELP CREATE AN OPEN TEAM ENVIRONMENT

US Mint's Each One, Teach One

Step 1: The manager introduces the idea of sharing skills among the team, setting expectations and ground rules.

Step 2: Employees fill out their columns with skills they'd be willing to share.

Step 3: Teammates list the skills they would like to learn.

Name	Skill to be Shared	Who Would Like to Learn This Skill?
John	Developing Budgets	Kathryn, Adam
Kathryn	Effective PowerPoint Presentations	Adam, John
Adam	Data Communication	Paula
Paula	Building Excel Spreadsheets	Kathryn, John

Benefits of Each One, Teach One

✔ **Increasing Team Visibility of Skills:** The exercise reminds individuals and the broader group of the skills the team possesses.

✔ **Enhancing Group Collaboration:** The exercise underlines the fact that team cohesiveness and information sharing are important, and can prompt informal peer teaching sessions.

✔ **Building a Culture of Coaching on the Team:** One of the most powerful components of the exercise is that it encourages a culture of coaching, prompting team members to take responsibility for their own learning and that of those around them.
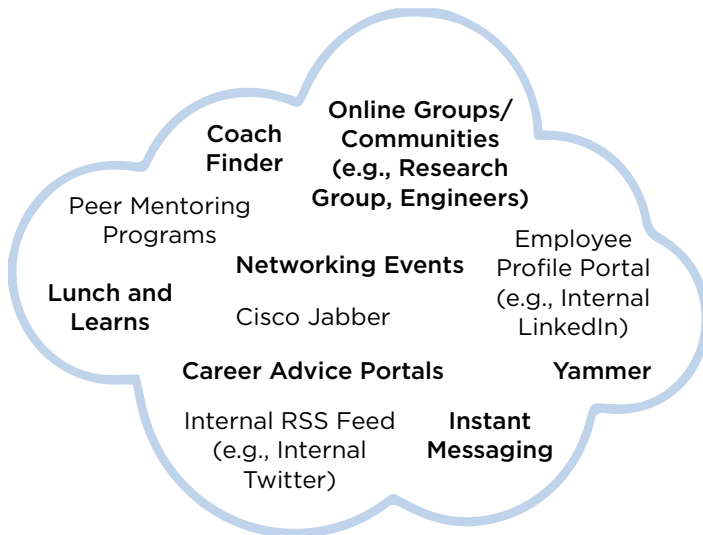
Source: United States Mint; CEB analysis.

ORGANIZATIONAL CONNECTIONS INEFFECTIVE

The Power of the Organizational Network

23% of employees' development already comes from peers across the organization.

L&D Invests in Increasing Employee Capability for Connection

Coach Finder

Online Groups/ Communities (e.g., Research Group, Engineers)

Peer Mentoring Programs

Networking Events

Employee Profile Portal (e.g., Internal LinkedIn)

Lunch and Learns

Cisco Jabber

Career Advice Portals

Yammer

Internal RSS Feed (e.g., Internal Twitter)

Instant Messaging

Source: CEB analysis.

Employees' Connections Are Not High Quality

Percentage of Employees Agreeing Connections They Have with Colleagues Are Effective
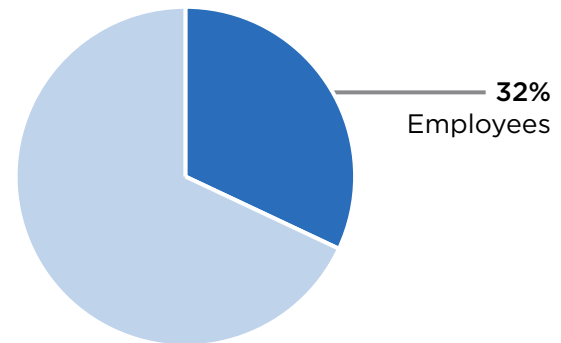
32% Employees

n = 7,309 employees.
Source: CEB 2017 Manager Effectiveness Survey.

SUPPORT HIGH-QUALITY CONNECTIONS

Teach Managers the Keys to Successful Development Connections Across the Organization

High-Quality Connection Traits

- ☐ The connection has demonstrated excellence in a specific area.

- ☐ The connection and your direct report understand how to effectively learn and develop.

- ☐ Connections don't have to be prescribed—they can vary in length and format to fit the context of the need.

- ☐ Connections should appeal to your direct report on both personal and professional levels.

- ☐ A "connection" doesn't always have to be a person—the best-fit connection could be a project opportunity or experience.

Source: CEB analysis.

Sample Tactics to Make It Easier for Managers to Ensure Quality

- **Before the Connection**

  Teach managers how they can use a business concept, like project management skills, to help set expectations.

- **During the Connection**

  Provide conversation guides to make it easy for manager to check in at relevant points throughout the connection's duration.

- **After the Connection**

  Help managers plan follow up with their employees.

ROADMAP

Why Do I Need to Focus on Managers Today?

What Do Good Managers Look Like?

How Do I Develop Better Managers?

How Do I Support Managers on the Job?

QUICK WINS TO PROVIDE SUPPORT ON-THE-JOB

Things L&D Can Do Now

Manager Development Programs

✔ Audit your manager development offerings to ensure they are easily accessible in the moment of need.

✔ Help managers identify the incentives that exist within their current environment that prevent behavior change.

Manager Support on the Job

✔ Tailor your manager content to the appropriate format and level of detail, based on when managers will need it.

✔ Create manager conversation guides for various touchpoints in employee coaching and development.

Connections Support and Technology

✔ Work with your managers to create a baseline definition of what an open team environment means for your organization.

✔ Assess your current learning technology portfolio and consider whether anything can be adapted to enable development connections.

Source: CEB analysis.

OUR RESOURCES TO HELP YOU TAKE ACTION

Direct-to-Manager Resources

Manager Toolkits Library

E-learning Library

Connector Manager Indicator

Connector Manager Curriculum

Manager Success Workshop Series

L&D Resources

Learning Advisor Masterclass Series

Diagnostic: Are You a High-Quality Connection Organization?

Learning Advisor Summit

ROADMAP

Why Do I
Need to Focus
on Managers
Today?

▶

What Do Good
Managers
Look Like?

▶

How Do I
Develop Better
Managers?

▶

How Do I
Support
Managers
on the Job?

EXERCISE: ACTION PLAN

Understand Your Managers

Step 1: Identify the managers and/or teams you typically work with and a quick description of their role.

Manager or Team You Work With	Description		
	Function:	Tenure:	Team Size:
	Function:	Tenure:	Team Size:
	Function:	Tenure:	Team Size:

Step 2: List three things you can do to better understand the managers at your organization today.

Update Your Manager Development Offerings

1. List the main manager development offerings the managers you work with use today.

2. Identify where you see opportunity to make these offerings more effortless or where you can help managers leverage connections. Bring these ideas to your next team discussion to implement.