BYOL: Moving Front-line Management Development from the Classroom to the Field

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Act I: The Problem
Your Mission

- Manage Self
- Manage Others
- Manage Managers
- Functional Manager
- Business Manager
- Group Manager
- Enterprise Manager
It’s critical

Many promotions into front-line management positions result in “accidental” managers who are ill-equipped to perform successfully in their new role.

Shifting an effective manager to an effective people manager can improve employee performance by 25%, employee engagement by 52% and employee retention by 40%.

BearingPoint 2015

Leadership Roundtable of the Conference Executive Board
But your leadership may be hard to interpret

The transition to front-line manager is the most difficult of all the leadership transitions.

You’ll give us ready-to-roll managers, right?

We need a dramatic improvement in the performance of our front-line managers.

You won’t take my people off the job for long, will you?
41% of training on Frontline Leader Development is not applied back on the job.

Nearly 60% of frontline managers underperform during their first two years in the seat.

Business Wire 2007

KnowledgeAdvisors 2015
Feeling a bit tense?
Today we’ll look at some ideas for how to improve the development programs we offer front-line managers
The Root Cause

You've targeted key skills
You've provided a great workshop

And then they go back to the job...

The Learning-Doing Gap
PROVIDE TRAINING → ENSURE RESULTS
How can we insist that...

... front-line managers demonstrate proficiency on the job with their team before we consider them done?
Act II: The Approach
1. WELCOME
   Review a 10-minute overview to prepare you to jump into the journey.

2. GATHER INPUT
   Conduct some quick data-gathering with your team members to help you determine how you’ll work through the journey.

3. ASSESS YOURSELF
   Summarize your strengths and weaknesses by completing a 10-15 question self-assessment.

4. LEARN
   Immerse yourself in case-based learning and supporting guides to learn a practical and effective framework for how to apply the competency.

5. DISCUSS YOUR PROGRESS
   Share your findings, ask questions, and outline your plan for applying what you’ve learned back on the job.

6. PRACTICE WITH YOUR TEAM
   Put your new skills to use on the job. Prepare yourself, practice, and reflect on the lessons you’ve learned.

7. ASSESS YOUR DISTANCE GAINED
   Revisit your rating on your own ability to perform the skill on the job and reflect on how well the journey has helped you.

8. REVIEW YOUR JOURNEY
   Share your experiences and questions from practice with your manager, discuss your progress gained results and together, decide whether you would like to do more work on this or push ahead to the next journey.
Use Technology to Enable ...

1. Collaboration with your team
2. Collaboration with your manager
3. Deliberate practice (prep → do → reflect)
4. Visible results & accountability
Act III: Try It Out!
1. Login as Sarah

2. Go into “Setting Expectations”.

3. Complete:
   2. Gather Input
   3. Assess Your Starting Point
   5. (Look ahead to...) Discuss Your Progress
1. Login as Jane

2. Go into Sarah’s “Setting Expectations”.

3. Complete:
   A. Check out her Journey Rundown
   B. Fast Forward: Ready to Approve?
Your Playbill: Scene 3

**Your Bottom Line:** "I am able to give feedback effectively. (1=Low; 10=High)"

Setting Expectations

- **Starting Point**
- **Distance Gained**

0-4: Room for Improvement; 5-7: Getting the Hang of It; 8-10: Effectively Helping My Team!

**JOURNEY**

<table>
<thead>
<tr>
<th>JOURNEY</th>
<th>AVERAGE DISTANCE GAINED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching</td>
<td></td>
</tr>
<tr>
<td>Delegating</td>
<td></td>
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<tr>
<td>Giving Feedback</td>
<td></td>
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<tr>
<td>Monitoring Performance</td>
<td></td>
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<tr>
<td>Setting Expectations</td>
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</tbody>
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Act IV: Reflecting
## Transforming leadership development

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
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<tbody>
<tr>
<td>We will train you</td>
<td>You will demonstrate proficiency</td>
</tr>
<tr>
<td>We’re in charge</td>
<td>You and your manager are accountable. We manage the system.</td>
</tr>
<tr>
<td>You will participate in a list of activities</td>
<td>You will work through a complete change journey</td>
</tr>
<tr>
<td>We hope you use what you learn</td>
<td>You will apply your new skills as a pivotal step built into the journey</td>
</tr>
<tr>
<td>We will judge performance by giving you a test</td>
<td>You and your manager will rate your actual performance on the job</td>
</tr>
<tr>
<td>We’re not that clear what happens after training</td>
<td>We report out on a balanced scorecard of results</td>
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