

Executive Briefing

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(Learn how on p. 11)

Six Keys to Unlocking the Potential of Frontline Managers

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“

Nearly 60% of frontline managers underperform during their first two years and more than 50% would rather not manage people.

- Corporate Executive Board

”

Introduction: Six Keys to Unlocking the Potential of Frontline Managers

Times of change present many challenges for organizations, particularly for frontline managers whose people will be responsible for implementing the change. Pressure to perform is high, as are emotions, and everyone is expected to do more with less.

The effects of poor frontline management may be particularly damaging at service companies, where researchers have consistently detected a causal relationship between the attitudes and behaviors of customer-facing employees on the one hand, and customer perception of service quality on the other.

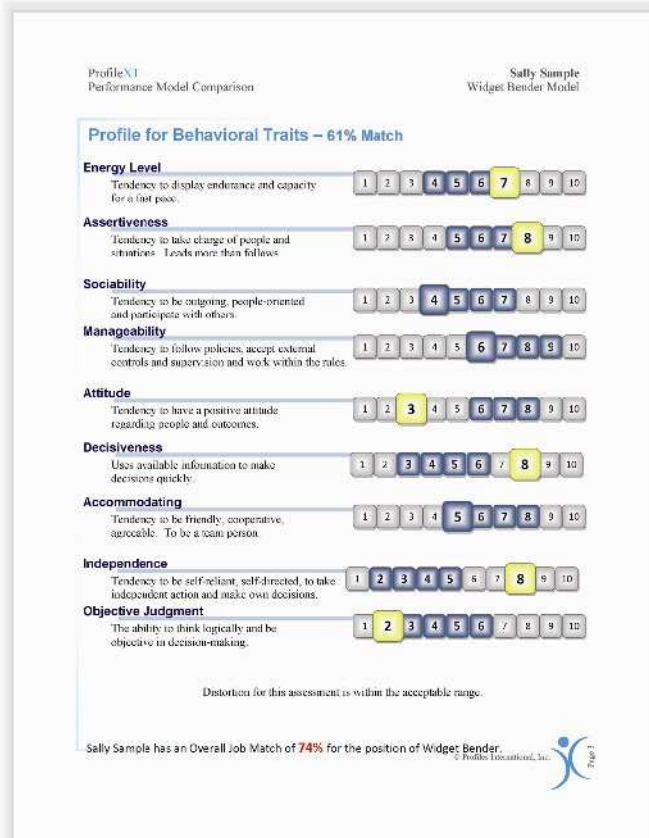
In service industries, research has found that three factors drive performance: the work climate; the ways teams act together and the ways that things are done; and the engagement, commitment and satisfaction of employees. Leadership—particularly the quality of supervision and the nature of the relationships between supervisors and their teams—is crucial to performance in each of these areas.

This fact inspired us to identify six keys to unlock the potential of frontline managers:

1. Identify employees with the capability and interest to be good managers
2. Help your managers clarify their teams' goals and roles
3. Help your managers understand the people they manage
4. Help your managers understand themselves and how they impact their people
5. Don't assume your managers know how or when to coach
6. Minimize administrative work to give managers more time to develop people

Six Keys to Unlocking the Potential of Frontline Managers

1. Identify employees with the capability and interest to be good managers



Don't assume a top individual contributor will succeed as a manager.

We've probably all heard the story of the company that promoted its best sales person to a sales management position, only to have the person fail miserably in the role and then leave the company. Let's face it, managing sales people to achieve a collective goal rather than directly through individual efforts isn't for everyone. Then there's the administrative burden of overseeing time and attendance, approving expense reports, interfacing with the muckety-mucks in corporate to implement a new policy that will go over with your team like a lead balloon, and of course, all of the personal drama.

Although the prior example is a common one, the same situation often applies to creative, technical and professional people as well. The best designer, programmer or attorney in your firm will seldom make the best manager. Not everyone is cut out to do this job; nor does everyone *want* to do this job. You need to identify these rare individuals and then have a clear plan for developing them. Sadly, according to our research, two out of three organizations lack a process for doing this (see AMPC follow-up research).

Actions to identify employees with the capability and interest to be good managers:

- Use assessments to identify employees who demonstrate the behaviors and interests that will make them successful managers.
- Help managers understand the core behaviors, capabilities and preferences of the people they manage so that they can adapt their communication and management styles to get the most from their people.
- Help managers develop the mindset that they will be more successful if the people they manage succeed. This helps managers become invested in the success of each individual.

Six Keys to Unlocking the Potential of Frontline Managers

2. Help your managers understand their teams' goals and roles



Think “big-picture.”

Even a very willing and capable manager will not be successful unless she aligns her people and efforts with the organization’s objectives. It is both difficult and frustrating for everyone to hit a moving target.

One of the most productive steps you can take is to help your managers develop a clear understanding of the results they need to achieve and how they’re going to achieve them. This helps them align their people and activities with the outcomes most important to the organization. It also creates a foundation for discussing resources, priorities and timing. When everyone has a clear understanding of what is expected, then the manager can communicate this and get everyone on the same page.

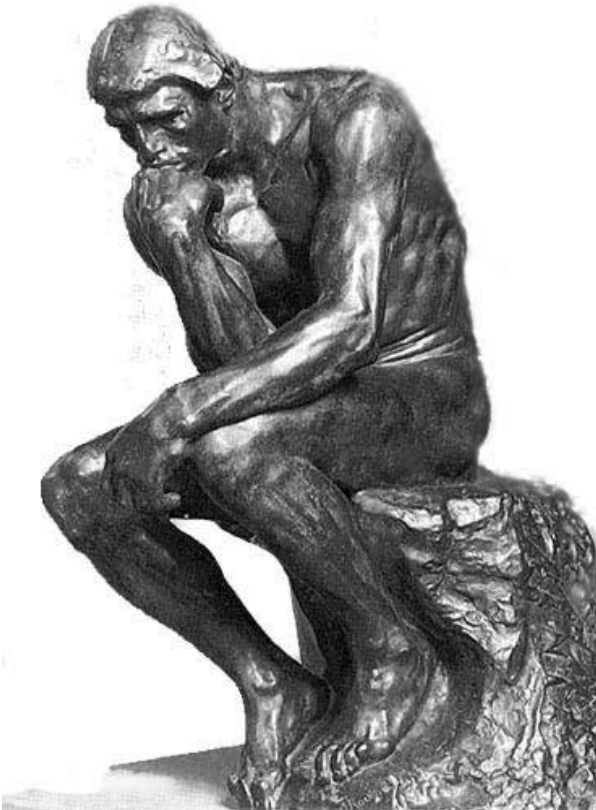
Whenever possible, work with your manager to set reasonable milestones and goals that are leading indicators of her success. This too creates an effective starting point for progress and performance discussions.

Actions to help your managers understand their teams' goals and roles:

- Use these goals to create a personal “dashboard” that helps the manager set his own priorities that drive results. Require the manager to update his goals weekly, and use his progress to facilitate a coaching discussion. Finally, check back with the manager on a periodic basis to ensure that his priorities and the individuals on his team are properly aligned.
- Create tools to help your managers communicate these requirements and track progress toward these goals. Seek direct input from frontline employees in the form of employee surveys and 360° management assessments to determine if the message is getting through. Finally, encourage open communication between employees and their managers in order to clarify job requirements and eliminate work that doesn’t add sufficient value.

Six Keys to Unlocking the Potential of Frontline Managers

3. Help your managers understand the people they manage



“No law or ordinance is mightier than understanding.” — Plato

Clearly defining goals and jobs is important, but people in those jobs need to perform if the manager and the organization are to be successful. Each of us has our own style and preferences, and this influences how we best respond to our managers. When a manager understands his people, he can also be aware of potential conflict or “chemistry” issues between himself and other members of the team. Thus the manager can be more aware of—and proactive in—dealing with issues that may impact performance.

Additionally, nearly one in three people we surveyed did not believe that their organization made good use of their abilities. This represents significant potential that the organization can tap to improve productivity. When people feel valued and enjoy their work, they perform better.

Actions to help your managers understand the people they manage:

- Human beings are complex creatures that can be very hard for the average manager to read, especially in the early stages of the working relationship. Ironically, this is when the manager needs the most help. A valid assessment process can be very helpful for an organization to develop a deeper and more objective understanding of its people.
- Helping a manager to understand his people’s skills, behaviors and interests helps him build on his people’s strengths and mitigate their weaknesses. It helps the manager communicate better with the employee, zero in on the employee’s most critical developmental needs, and focus both informal coaching dialogue and formal training and development investments in the employee.

Six Keys to Unlocking the Potential of Frontline Managers

4. Help your managers understand themselves and how they impact their people

“A man is what he thinks all day long.” — Ralph Waldo Emerson

Self-awareness is being conscious of what you're good at while acknowledging what you still have yet to learn. This includes admitting when you don't have the answer and owning up to mistakes. This is especially true when it comes to a manager's leadership and communication style. In many cases, managers don't know what they don't know. For example, if a manager comes across as insensitive or aloof, point out the behavior and help him improve. It is important for the manager to understand his natural management style and how it impacts others both positively and negatively. The manager can't be expected to improve if he never receives concrete feedback.

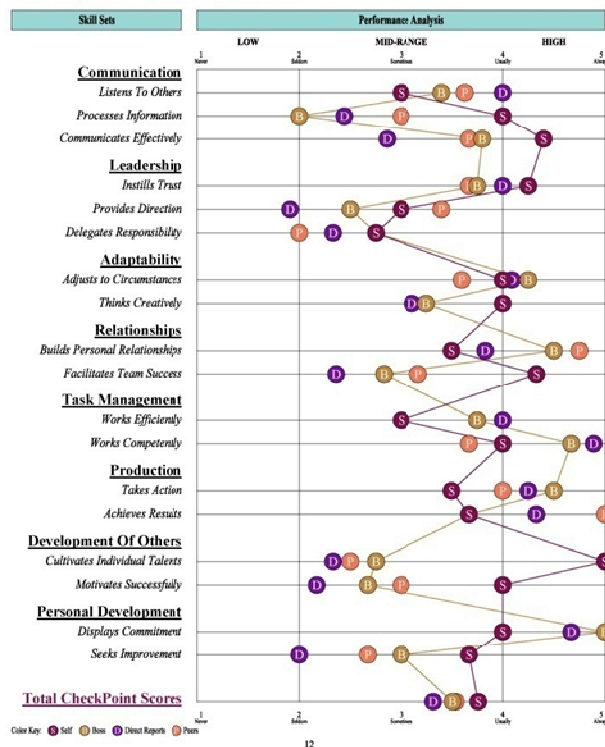
Making a manager aware of his negative attitudes (“I am just another associate when I go on the store floor,” and “My job is to make sure that tasks get done”) makes it easier for him to accept change and develop the right skills and capabilities. By learning how to counter these thoughts and adopt more positive ones (“I regularly provide my employees with constructive feedback and tips,” and “My job is to ensure that tasks are complete and that customers are served as well”), the manager can be aware of more appropriate behavior and thus improve his performance.

Actions to help your managers understand themselves and how they impact their people:

- Management is all about people, and this requires a high degree of self-awareness. Managers should go through the same assessment process as their employees in order to understand how their innate behaviors, interests and skills either complement or hinder their personal interactions.
- It is also extremely valuable for managers to receive feedback from multiple constituents, including their supervisors, peers and subordinates, to illuminate developmental needs, misalignments and other issues that may be difficult to communicate openly under challenging circumstances.

Reference Group Comparison with Management Alignment of Self and Boss

Previous Checkpoint



Six Keys to Unlocking the Potential of Frontline Managers

5. Don't assume your managers know how or when to coach

“Confidence is contagious. So is lack of confidence.” –Vince Lombardi

Managers often aren't truly coaching the front line. At over 1000 companies we surveyed, only half of the respondents agreed that their direct supervisor coached them to do their very best. A McKinsey survey of retail district managers, for example, showed that much of the time they spend on frontline employees actually involved auditing for compliance with standards or solving immediate problems (Exhibit 2).

Don't take for granted that your managers know how or when to coach –even if they are very experienced in their jobs. Coaching is a skill that requires training and continuous improvement if you want your managers to achieve and sustain a high level of effectiveness. When you develop the fundamental coaching skills of your managers, you will also develop a culture of coaching.

Actions to help your managers know how or when to coach:

- Help your manager understand his leadership style and motivation. Many of us have a number of key leadership qualities, but we still need feedback so that we can build on our strengths and fortify our weaknesses. In some cases where it is clear that a manager really isn't ready to lead, the discovery process can help identify other career options that are better suited to his style and abilities.
- Provide feedback from multiple constituents. It is extremely valuable for managers to receive feedback from their supervisors, peers and subordinates to illuminate developmental needs, misalignments and other issues that may be difficult to communicate openly under challenging circumstances.
- Develop the fundamental coaching skills of your managers, and develop a culture of coaching.



Six Keys to Unlocking the Potential of Frontline Managers

6. Minimize administrative work to give managers more time to develop people



Time is money, so maximize your return on investment

Time is a precious commodity, and time not spent managing must be kept to a bare minimum.

According to a recent study by management consulting firm McKinsey, across industries, frontline managers spend 30 to 60 percent of their time on administrative work and meetings, and 10 to 50 percent on non-managerial tasks (traveling, participating in training, taking breaks, conducting special projects, or undertaking direct customer service or sales themselves). They spend only 10 to 40 percent actually managing frontline employees by, for example, coaching them directly.

Poor time management is very unfortunate for the organization, the manager and employees. Time spent developing people multiplies workforce productivity and sends the message that every employee is respected and valued. And time not spent developing others places an inordinate burden and stress on the manager who realizes that she will never be able to dig herself out of the hole that has been created for her.

Actions to minimize administrative work to give managers more time to develop people:

- Think very carefully about the administrative tasks you assign to your frontline managers and be sure that it adds sufficient value. Consider capturing fewer but more essential indicators.
- Make the information easy to get so that they aren't spending a whole lot of time aggregating and formatting spreadsheets and making presentation decks look pretty. Provide administrative support, and invest in tools or make the exercise so simple it can be completed in a very short period of time.
- Then, minimize formal meeting times and interruptions that are administrative in nature.



Summary:

Six Keys to Unlocking the Potential of Frontline Managers

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2. Help your managers clarify their teams' goals and roles
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imagine great people

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Profiles International helps organizations worldwide create high-performing workforces.

Through our comprehensive employment assessments and innovative talent management solutions, our clients gain a competitive advantage by selecting the right people and managing them to their full potential.

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How We Do It – Overview of our assessments and solutions

Your Business Objective	Our Popular Solutions																					
High-level Strategic Workforce Management																						
Identifying high-potential employees and managers		PXT				CP360			PSA	CSP												
Strategic workforce and succession planning		PXT			PPI	CP360			PSA	CSP												
Restructuring, reorganizing and downsizing		PXT			PPI		PMF	WES	PSA	CSP	PLP											
Post-merger integration of organizations		PXT			PPI		PMF	WES	PSA	CSP	PLP											
Everyday Workforce Management																						
Basic pre-employment screening	SOS		PST																			
Screening, interviewing and selecting job candidates		PXT	PST	EBC					PSA	CSP												
Onboarding new employees		PXT			PPI		PMF															
Improving employee productivity and work quality		PXT			PPI			WES														
Improving employee motivation and communication					PPI		PMF	WES														
Resolving conflict between co-workers					PPI																	
Selecting and managing teams					PPI																	
Evaluating management effectiveness		PXT			PPI	CP360		WES														
Prioritizing management development needs						CP360		WES														
Sales and Customer-facing Workforce Management																						
Screening, interviewing and selecting job candidates			PST	EBC					PSA	CSP												
Retaining and growing customers and accounts									PSA	CSP	PLP											
Improving sales performance					PPI	CP360	PMF	WES	PSA		PLP											
Legend <table border="0"> <tr> <td>SOS Step One Survey</td> <td>PMF Profiles Managerial Fit</td> </tr> <tr> <td>PXT ProfileXT</td> <td>WES Workplace Engagement Survey</td> </tr> <tr> <td>PST Profiles Skills Tests</td> <td>PSA Profiles Sales Assessment</td> </tr> <tr> <td>EBC Employee Background Checks</td> <td>CSP Customer Service Profile</td> </tr> <tr> <td>PPI Profiles Performance Indicator</td> <td>PLP Profiles LoyaltyPro</td> </tr> <tr> <td>CP360 CheckPoint 360</td> <td></td> </tr> </table>											SOS Step One Survey	PMF Profiles Managerial Fit	PXT ProfileXT	WES Workplace Engagement Survey	PST Profiles Skills Tests	PSA Profiles Sales Assessment	EBC Employee Background Checks	CSP Customer Service Profile	PPI Profiles Performance Indicator	PLP Profiles LoyaltyPro	CP360 CheckPoint 360	
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CP360 CheckPoint 360																						

Introducing Profiles International

How We Do It – Assessment and solution descriptions



Step One Survey II® (SOSII)

The SOSII is a brief pre-hire assessment that measures an individual’s basic work-related values. It is used primarily as a screening tool early in the candidate selection process.

This assessment provides valid insight into an applicant’s work ethic, reliability, integrity, propensity for substance abuse, and attitudes toward theft — including property, data and time.



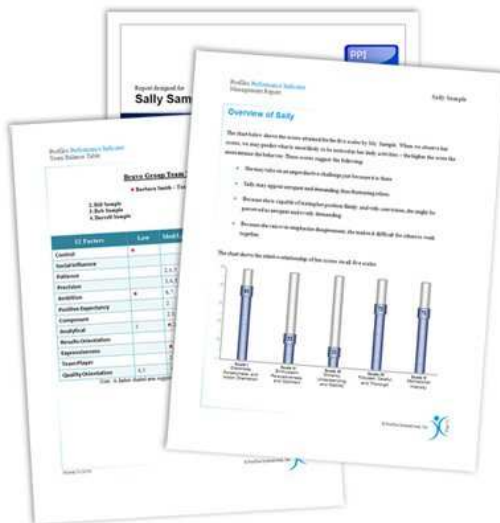
ProfileXT® (PXT)

The PXT assessment measures how well an individual fits specific jobs in your organization. The “job matching” feature of the PXT is unique, and it enables you to evaluate an individual relative to the qualities required to successfully perform in a specific job. It is used throughout the employee life cycle for selection, on-boarding, managing, and strategic workforce planning.

This assessment reveals consistent, in-depth, objective insight into an individual's thinking and reasoning style, relevant behavioral traits, occupational interests, and match to specific jobs in your organization. It helps your managers interview and select people who have the highest probability of being successful in a role, and provides practical recommendations for coaching them to maximum performance. It also gives your organization consistent language and metrics to support strategic workforce and succession planning, talent management and reorganization efforts.

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How We Do It – Assessment and solution descriptions



Profiles Performance Indicator™ (PPI)

The Profiles Performance Indicator is a DISC-type assessment that reveals aspects of an individual's personality that could impact their fit with their manager, coworkers and team, and their job performance. It is used primarily for motivating and coaching employees, and resolving post-hire conflict and performance issues.

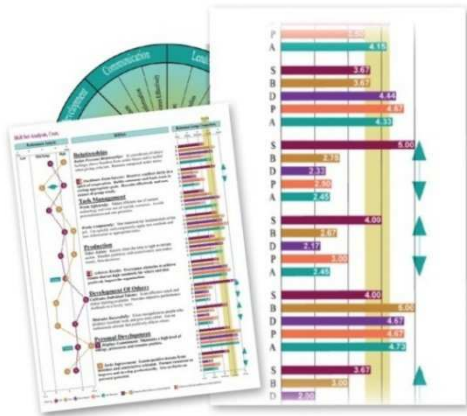
The PPI specifically measures an individual's motivational intensity and behaviors related to productivity, quality of work, initiative, teamwork, problem solving, and adapting to change, as well as response to conflict, stress, and frustration. The output from this assessment serves as an “operator's manual” for an employee, which helps managers better motivate, coach, and communicate with the employee. It also helps to predict and minimize conflict among co-workers, and it provides crucial information for improving team selection and performance.

A powerful feature of the PPI is the **Team Analysis Report**, designed to help managers form new teams, reduce team conflict, improve team communication, improve their ability to anticipate problems, and enhance their team leadership skills.

It helps evaluate overall team balance, strengths, and weaknesses, as well as team members' personality characteristics along 12 key factors: control, composure, social influence, analytical, patience, results orientation, precision, expressiveness, ambition, teamwork, positive expectancy, and quality of work. It also provides team leaders with practical recommendations and action steps to take in order to succeed in their jobs.

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How We Do It – Assessment and solution descriptions



CheckPoint 360^o™

The CheckPoint Management System is a 360-degree assessment. It is used primarily to evaluate the effectiveness of your managers and leaders. This assessment combines feedback from direct reports, peers, supervisors, and even customers, with a personalized program for developing specific leadership skills based on that feedback. This process highlights a manager's job performance in 8 universal management competencies: communication, leadership, adapting to change, relationships, task management, production, development of others, and personal development.

The CheckPoint 360 helps managers identify and prioritize their own development opportunities. And it helps the organization to better focus management training and development investments; proactively uncover misaligned priorities between senior executives and front-line managers; and surface management issues that could lead to low employee productivity, morale, job-satisfaction, and increased turnover.



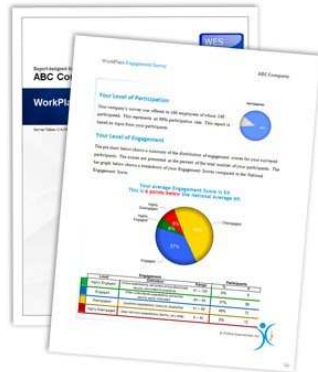
Profiles Managerial Fit™ (PMF)

People typically don't quit their companies, they quit their bosses. Profiles Managerial Fit (PMF) measures critical aspects of compatibility between a manager and their employees. This report offers an in-depth look at one's approach to learning, as well as six critical dimensions of compatibility with their manager: self-assurance, conformity, optimism, decisiveness, self-reliance, and objectivity.

Managers use this information for adapting their styles in order to get the most from each employee; improve communication; increase engagement, satisfaction, and productivity; and reduce employee turnover.

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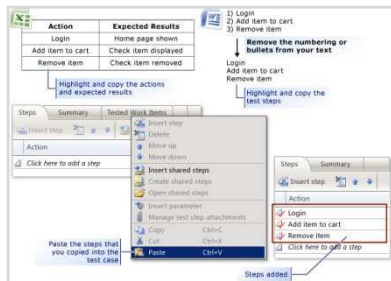
How We Do It – Assessment and solution descriptions



Workplace Engagement Survey (WES)

Our Workplace Engagement Survey (WES) measures the degree to which your employees connect with their work and feel committed to the organization and its goals. This gives you and your management team a detailed view of what influences engagement across all of your workforce segments and how your employees compare statistically to the overall working population.

In addition, the WES measures “satisfaction with employer” and “satisfaction with manager” across your entire organization, and gives recommendations for your organization to improve.



Profiles Skills Tests (PST)

Profiles International provides comprehensive assessments to measure essential knowledge and skills. We use powerful technologies, such as performance-based testing, which simulates popular software products like Microsoft Office, to ensure accurate, reliable, assessment of knowledge, skills, and abilities. Our skills assessments cover Software Skills, Clerical Skills, Call Center Skills, Accounting and Finance, Medical, Nursing, Legal, Industrial, Computer Literacy, Retail, Food Services, Information Technology, Staffing, and Human Resources.



Employee Background Checks (EBC)

Profiles International provides comprehensive employee background checks for our clients. These include Consumer Credit Reports, Criminal History Record, Drivers' History Report (DMV), Education Verification, Employment History Verification, Foreign Nationals Terrorist Sanctions Search (OFAC, CLFST & OSFI), Identity Verification Search, Incarceration Records Search, Military Service Verification, Cursory Nationwide Criminal Index Database Search (CNID), and many more.

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