

Investing in the development of your People Managers is a scalable way to maximize your development budget. When your Managers grow, everyone benefits! Are you ready to invest?



SET UP YOUR MANAGERS FOR SUCCESS

MANAGER EFFECTIVENESS

WHY INVEST IN YOUR MANAGERS IN 2020?



Great Employee Purpose and Engagement



Higher Talent Attraction and Retention



Faster Results and Less Headaches

The Problem: What percent of your budget pays for your workforce? 30% or more? If you are a service organization, it will be much higher. With such a significant spend, it is critical to find ways to get a strong return on that investment. Consider:

- Engagement directly affects retention, productivity and performance and costs the US \$390Bn/yr
- 70% of talent is NOT engaged. Employees lack passion for their work and fail to contribute the extra effort you need.
- Managers influence 70%* of engagement, BUT only 35% of managers are engaged - compounding the problem!

When Google experimented without managers, employees were left without guidance on their most basic needs. Google employees concluded that the quality of their manager is more important than their compensation.

Conclusion: Most ineffective managers exist due to a lack of development. Too many managers have not received Manager Effectiveness 1.0, let alone 2.0. The research tells us that managers are critical to the success of your organization, and their influence is scalable – *good or bad!*

Gallup found managers are not set up for success:

36%

of managers do not fully believe they have the skills they need to do their best work.

56%

of managers say their employer doesn't offer a professional development program.

58%

of employees say poor management is the most significant thing getting in the way of productivity.

“ Leadership today is about unlearning management and relearning being human. ”

-CEO VW Audi Spain

Human-centric leaders are what we need today to deliver extraordinary results. Wharton's Adam Grant showed that by helping people find meaning in their work, you can improve productivity >20%.

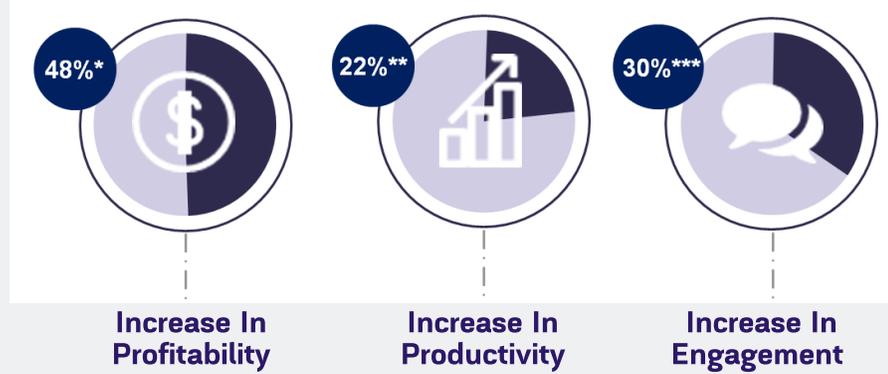
Prioritize Manager Development to see significant success in 2020

Your Opportunity:

An investment in your managers can help achieve your retention, talent growth, and engagement goals.

When Google invested in making managers great, they benefited from a quality improvement of 75%, even in their worst-performing managers!

Teams With Talented Managers Realize:



* <https://www.gallup.com/services/182138/state-american-manager.aspx>, **<https://www.gallup.com/workplace/259820/manager-experience-challenges-perk-perspective-paper.aspx>, ***SHRM

Your Solution: Manager Effectiveness Active Learning Journeys

Manager Effectiveness 1.0

For brand new managers, with little or no formal development

- Transitioning From Employee To Manager
- Self-Awareness And Self-Management
- Effective Recruitment And Interviewing Skills
- Building Trust and Motivating Employees
- Setting Expectations
- Goal Setting And Alignment
- Effective Communication
- Prioritizing And Productivity
- How To Deal With Conflict
- Avoiding the Pitfalls of Bad Bosses

Manager Effectiveness 2.0

For managers with previous basic training, yet still need to accelerate their leadership.

- Build Conversational And Emotional Intelligence
- Engage Self And Employees Daily
- Focus On The Vision and Build Purpose
- Coach For Growth, Performance And Career Development
- Build a Strengths-Based Team
- Avoid the 5 Dysfunctions of a Team
- Focus On Outcomes Not Activity
- Take Risk And Make Decisions In Ambiguity
- Effectively Lead Change
- Delegate to Build Future Leaders
- Think Strategically

The 4 Phases of Churchill's Manager Effectiveness Programs

#1 Analysis Phase

To ensure alignment we clarify your desired outcomes, measure baseline, and create your roadmap. We integrate change management and stakeholder engagement to ensure sustainable change. We support your communication plan, confirm roles, responsibilities, and rules of engagement.

#4 Reflect Phase

An essential part of any effective program is to reflect, learn, and scale those learnings. In this phase, we review all program data, reflect on the experience to ensure the learnings are captured and applied. Our collective findings, helps us recommend next steps.



#2 Design Phase

We go deeper into the learning outcomes for your road map. We create a curriculum that is a blend of high impact experiential learning and incorporates your business goals. It includes real world scenarios and case studies plus the right mix of learning: Expert teaching, coaching, peer interaction, feedback reflection and lots of practice!

#3 Delivery Phase

We deliver your Manager Effectiveness Active-Learning Journey with defined milestones to measure success. We adjust during deployment based on observations. We ensure a strong sense of accomplishment and recognition for progress made.

HOW CHURCHILL CUSTOMIZES YOUR MANAGER EXPERIENCE

As each organization's need is different, Churchill delivers you a tailored Manager Effectiveness Active-Learning-Journey with a roadmap customized to what you need most. We partner with you to achieve:

1. **Change Success:** We assess and clearly align on the shift in your managers you need most.
2. **Collaboration:** We offer 3 levels of partnership; the level you choose determines what we do versus what you do.
3. **The Best Footprint:** So we can deliver in a way that works for your geography, culture, structure, and languages.
4. **Resource Maximization:** The right program elements to fit your budget, pace, and desire to scale.

If you're seeing symptoms of managers in your organization struggling, if there are manager-employee issues, if managers don't seem to be ready for the next level of leadership, Churchill's **Manager Effectiveness** training is your solution.

"We have a lot more to do to help them leverage their learning, but they are much more aware and conscious of their own strengths and styles now. We are excited to continue investing in the growth of our people leader - they deserve it!"

-- Clement, HR VP, Vology

START BUILDING GREAT MANAGERS NOW

Let's have the conversation.

Contact us today to discuss your needs.

Solutions@Churchill-LG.com

888-486-8884

WHY CHOOSE CHURCHILL?

- ✓ **Real-world leadership experience.** Our 200+ Executive Coaches, Consultants and Trainers have rich leadership experience in private and public sectors as well as coaching and training certifications.
- ✓ **Strengths-accelerated approach.** Using CliftonStrengths® we accelerate the natural untapped talent in your people, for more authentic and sustainable growth, and to maximize new leadership mindsets, skills and capability.
- ✓ **A focus on outcomes.** We have high standards for our clients, and expect your organization to receive significant benefits from our partnership. As such we have a methodology for measuring results.
- ✓ **Global footprint.** Churchill's team is diverse with experts across North and Latin America, Europe, Middle East and Asia-Pacific. We can scale delivery to meet your regional and cultural needs.
- ✓ **An agile and flexible partner.** Through building a high trust partnership we meet you where you are, to provide you what you need. We collaborate to deliver constant improvement and a laser focus on your unique needs.

“Our teams truly enjoyed the training and they received a lot of valuable information and ideas that they can now apply to be better people managers. Our Churchill team provided great guidance, education and coaching to ensure that the IT Management Team recognized and understood levers to improve Employee Engagement and Communication. Churchill are a wonderful resource and brought tremendous value to enlightening and engaging our management team.”

-TechData VP



Bristol-Myers Squibb

