ETW

Develop a Team of Expert Leaders

It takes more than a one-size-fits-all training class.

FLAWED FROM THE TOP-DOWN

So often we see companies expecting their leaders to lead with little to no experience, expectation, or standardization of their work. In truth, one of the largest portions of their work should be on developing themselves as a leader. Yet, with no direction from the top, this still would not do much good. To create the best team, widget, service, or product you must have the right people in the right seats. Once you have those people, you must establish exactly what being the best means to individual contributors, teams and your company as a whole.

According to a Gallup Study,

Only 50% of employees strongly agree that they know what is expected of them at work.

Even more startling...

The managers of the aforementioned employees are just as unclear on what is expected of them in their own roles.

To avoid this black hole of confusion, start by asking a few basic questions of yourself, your senior executives, and your team leaders. The answers will give you a fantastic start to establishing your baselines for success and creating a "standard of work checklist", company-wide.

ESTABLISHING A BASELINE OR "CHECKLIST"

Here are a few sample questions to get you started:

Defining Most Important Outcomes:

Why are we here?

Why should the company invest in your team?

What is the standard of work for products or services produced?

Training and Education:

How can we effectively communicate and enforce our standards?

Is there additional training that can be offered in specialty areas?

If so, do we have the resources to teach and potentially certify in these areas?

Process Management:

Are there current processes in place for standard and custom work/projects?

Is there an existing management operating system (MOS)?

If so, is it being utilized effectively by each team?

Leadership:

What does the organization need and expect from its leaders?

Do your leaders display leadership traits in alignment with the company's values?

Do your leaders get results?

Do they hire the right people?

Are they candid and effective in delivering employee feedback in every situation?

Do they think of the big picture to align strategy with execution in their team?

For this set of questions, consider using a red, yellow, green ranking system. A less-than-green ranking will prompt one of two reactions from your leaders: defensiveness or reflection. Those who reflect on and embrace their feedback are the leaders you want in your organization because they strive for continuous improvement.

Foundational Readiness:

Where are we today? Why are we/are we not achieving success?

Are employee requirements tied to strategy?

Do all employees understand what is expected of them and where they stand?

Do improvement efforts reflect a commitment to the overall mission of the organization?

Are managers preparing direct reports with a coach mentality?

USING A MANAGEMENT OPERATING SYSTEM (MOS)

With the assistance of a management operating system, you can create a regular cadence for management updates, feedback, and coaching. A key element of recording results, and what was done to achieve those results, this is critical as it makes it possible to adjust, repeat or tweak your approach to achieve scalable, sustainable results.

KEY ELEMENTS OF YOUR MOS

Your MOS should detail how you go about setting strategy for the year, as well as continuous improvement efforts as they occur. To get started you may want to consider the following:

o Take a look at the macro-view of your industry

o Analyze the innovations, and success rate of industry competitors over the past year

o Assess your own company's innovations, and success rate over the past year

o Determine the largest potential pitfall for your organization, and how to handle it

o Develop an action plan to attract new customers and convert competitor customers

Once you have a good idea of how you will go about setting strategy, you will need to create aplan to put that strategy into action.

Your plan should include:

o Revenue scores organized by macro product/service categories

o Total addressable market

o 1-3 top priority areas of improvement

o KPI scoreboards for every team in your organization

o Goals and KPIs for all employees that connect them to your overall company strategy

Now that you have your strategy, and you know how you will execute on that strategy, you can focus on creating a management cadence with the help of the MOS.

Incorporate your approach to establishing an intentional culture, and the practices that contribute to a high-performance organization. Setting a regular cadence for team meetings and employee/supervisor 1-to-1 meetings will ensure that there are no surprises when it comes time to conduct performance reviews.

Every employee is aligned to strategy and culture, through consistent coaching so they know, at all times, exactly where they stand in the organization.

In the ETW example below, we clearly see how Andree's team ranks in performance, culture and leadership requirements. The ETW MOS provides full visibility from the top down.
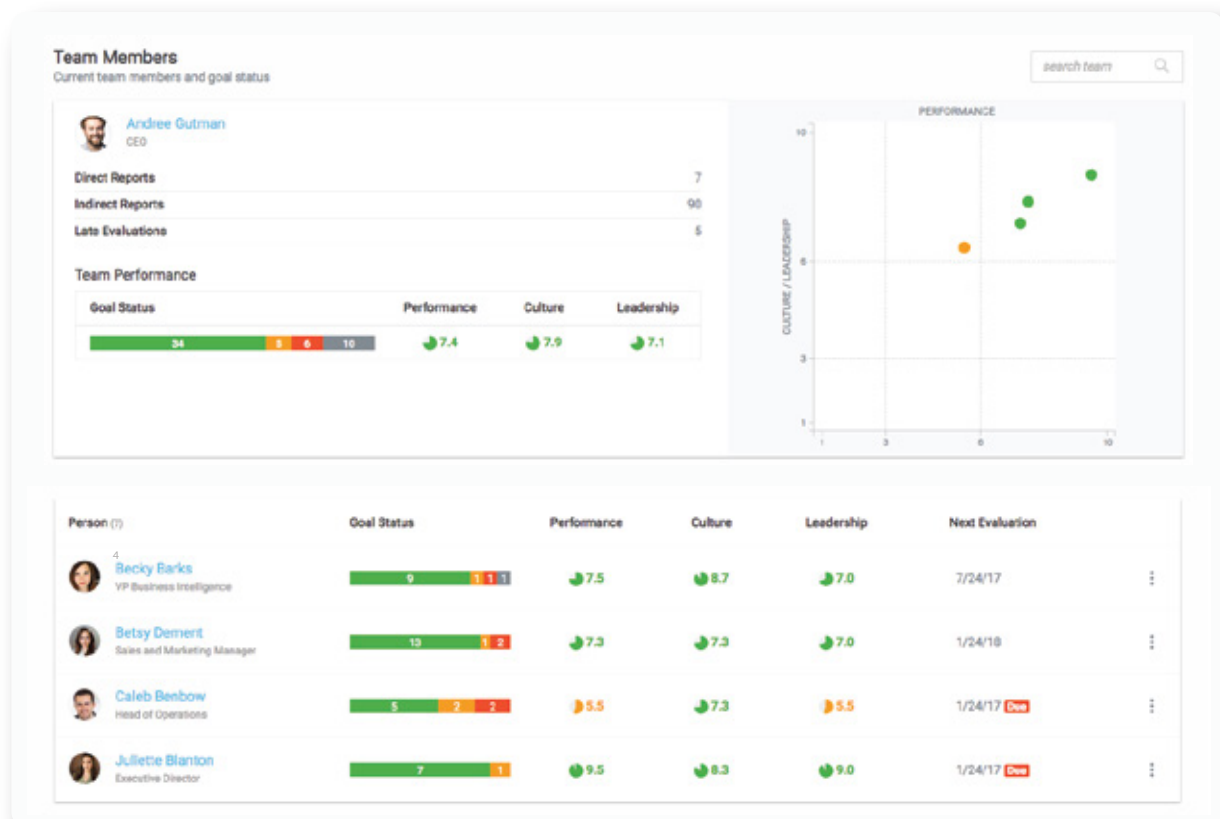
LEADERSHIP TRAINING

Creating a standard of work for your leaders through the use of your MOS is a good first step, but if you do not continue to develop your leaders over time, you will eventually see a drop-off in positive customer experience scores and profitability. Rather than requiring all leaders to attend a "one-size-fits-all" leadership training course, you should apply what we call "practical application leadership training."

Companies Hold Leadership Training For 2 Reasons:

To Boost Customer Experience And To Increase Profitability

While these canned leadership courses are sure to offer valuable information in leadership and management best practices, they give no context to the information and do not allow the leader to truly apply this knowledge to the current state of the business. They also tend to be costly investments. Maximize your ROI by connecting the lessons of leadership training to the challenges currently faced by your leaders. This allows growth and development of your leaders at a more rapid pace. Rather than leaving it up to your leaders to draw the connection from the lessons of a canned leadership course to their everyday tasks and challenges, practical application leadership training provides guidance in the areas that matter most to their specific roles and requirements of the organization.

Here is another ETW example that shows the average scores of all Leaders within the organization, at each level.

In addition to performance and cultural alignment, leaders are evaluated on leadership traits that are important to the organization. The scores are shown along with their leadership level.

The scatter-graph gives a clear visual for who is above, at or below the baseline for success.

CAPABLE LEADERSHIP

Again, one of the key factors in developing your leadership team is getting the right people in the right seats. Understanding if you have capable leaders running your organization, or if they fall below your established baseline for success is critical to the business' long-term success. Determine the capability of your leaders by rating them in the following three categories: Leadership Traits, Strategic Thinking and Management Capability.

Leadership traits include things like the ability to make a good hire, objectively and effectively managing poor performers and fostering an energetic, positive environment. Strategic thinkers understand the importance of gathering information and taking a step back to examine, then determine the best course of action to optimize results. Having the capabilities as a manager would mean your leader knows how to execute the strategy in place in a scalable, sustainable, efficient way.

You will not often find leaders that are exceptional in all three of these areas, but with practical application leadership training, you have the tools to improve and develop the best possible leadership team for your organization.

About ETW

ETW provides a platform to track, evaluate and measure employee performance against the major objectives of the organization. Easily execute and translate long-term strategy into clear, actionable goals. With ETW you can effectively communicate the company's roadmap to success and engage everyone throughout the organization with that roadmap. Using ETW your organization can connect employees to strategy and culture to drive sustainable winning results.

If you would like to set up a demo with our leadership team, please email info@etw.com

EXECUTE TO WIN
Business Operating System
for the Modern Enterprise
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