



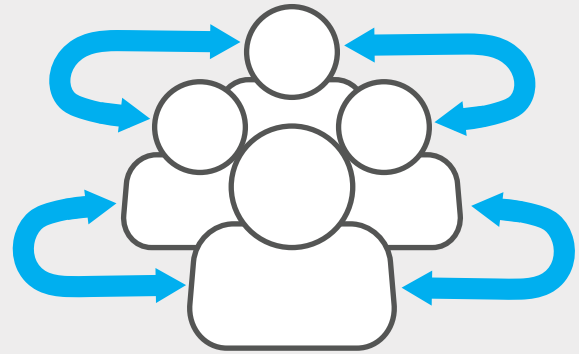
WHITEPAPER: ETW MANAGEMENT SERIES

Good Manager Versus Bad Manager

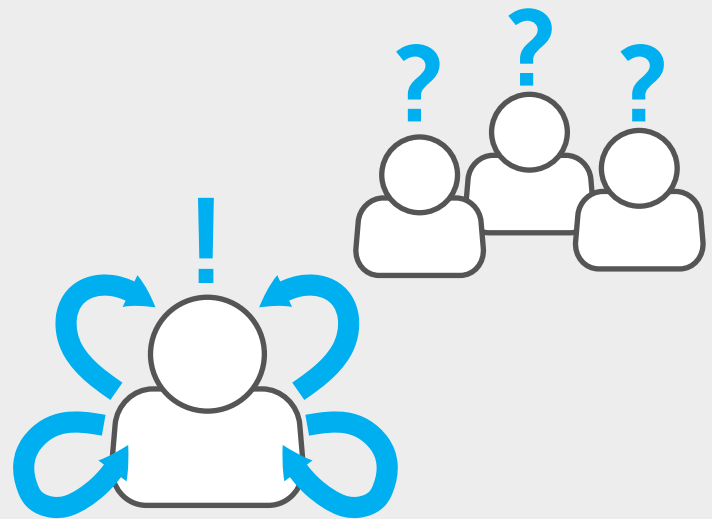
How ETW Supports Managers At Every Level



GOOD MANAGERS are classified as those who understand their role is to create an environment and process whereby everyone on the team knows their role and what they are trying to accomplish. Good managers support and coach their team in a timely way to help them get results.



BAD MANAGERS could be classified as “green” or unstructured managers. They have either not managed employees before or if they have, they did not yet realize that their role is to get results through their team. They are typically putting out fires and feel responsible to solve all of the problems themselves versus develop people to be problem solvers and implement systems to reduce the chaos.



Over the course of meeting with hundreds of managers we have noted distinct benefits to utilizing the ETW system that were realized from both good professional managers as well as new, “weak” or unstructured managers.

Regardless of where your management team falls on the spectrum, ETW provides the best system for building up and optimizing your managers.



HOW DOES ETW BENEFIT THE GOOD MANAGER?

For strong managers the system provides a single place to clearly outline the goals for the team, the strategy as well as assigning ownership of outcomes. Managers also have the opportunity to clearly define what “on track”, “at risk” and “behind” mean for each of the goals and there is an opportunity to collaborate and clarify what the goal is, how they will be evaluated on it and make a mutual commitment to accomplishing the goal. These are all things that good managers do and ETW provides the framework to do it in a systematic way.

Feedback from managers who use ETW is that the system enables all of their “stuff” to be in one place, increasing their management efficiency. This includes attachments, links etc. related to a specific outcome or a specific employee. Action items are also captured in the context of specific goals so managers don’t have to remember what the expectations and commitments were during a prior meeting—it is all there in context to remind both manager and employee of next steps to be taken.

Managers view the system as a standardization of their management process which reduces variability,

resulting in consistency around whatever is important to the manager. Some managers have a standard process they like to follow during each meeting, ETW allows the manager to specify what the agenda and format of the recurring meetings or updates will be. They view this as proactively telling employees how they wish to be updated on progress in the most effective way. This eliminates wasted time, makes meetings more efficient and allows for both parties to cover the most important things versus just passively seeing where the conversation goes.

Meetings become more meaningful and employees will look forward to them as an opportunity to both share what’s on their mind, their strategic and innovative thinking, as well as be developed and coached to be successful. ETW also provides a framework for managers to talk about culture and behaviors with employees in a regular, open and objective way systematically so the context of improving performance and behaviors is ongoing, not just when something “bad” happened. This helps employees listen from a place of understanding versus in a reactionary and defensive way (during which employees typically don’t process the feedback but are thinking of the right thing to say to counter the “criticism”).



HOW DOES ETW BENEFIT THE BAD MANAGER?

When onboarding managers who are “green,” we hear that the benefits include introducing them to the concept of outcome based goals versus task based goals. It provides them a management process where they had none before. They may have had daily meetings but it was really firefighting. They tend not to have team meetings with a focus on outcomes. ETW changes that as well as provides them an opportunity to share the company’s vision before diving deep into the details of the daily work. New managers have thanked us for introducing concepts such as coaching, letting people know where they stand

and what they need to do to improve, and providing a framework to discuss culture. Our best practices of monthly 1-to-1 meetings are a powerful tool that new managers are not even aware of and would typically not have on their own.

The transparency in ETW enables better coaching of bad managers. Some bad managers don’t know how bad they are or how negative or ineffectual their feedback is until their boss can see their communication and focus on coaching them to improve. Knowing that everyone up the hierarchy can check in and contribute enables managers to be more intentional in their management and coaching and put some thought into what they are driving at.

According to a Gallup Study,

“Managers account for at least 70% of variance in employee engagement scores across business units”



CHARACTERISTICS OF THE GOOD/BAD MANAGER

There are specific characteristics commonly found in the good or bad manager:

Good Manager

Good Listener
Encourager
Communicator
Courageous
Even-Tempered
Shows Empathy
Decisive
Takes Responsibility
Humble
Shares Authority

Bad Manager

Blank Wall
Doubter
Secretive
Intimidating
Volatile Temper
Self-centered
Indecisive
Blames
Arrogant
Mistrusts

ETW has the ability to support or tackle these traits through the use of our platform. See the following page to find out how.



“The biggest cowards are managers who don't let people know where they stand.”

JACK WELCH

FORMER CEO OF GENERAL ELECTRIC,
BEST SELLING AUTHOR & ETW PARTNER

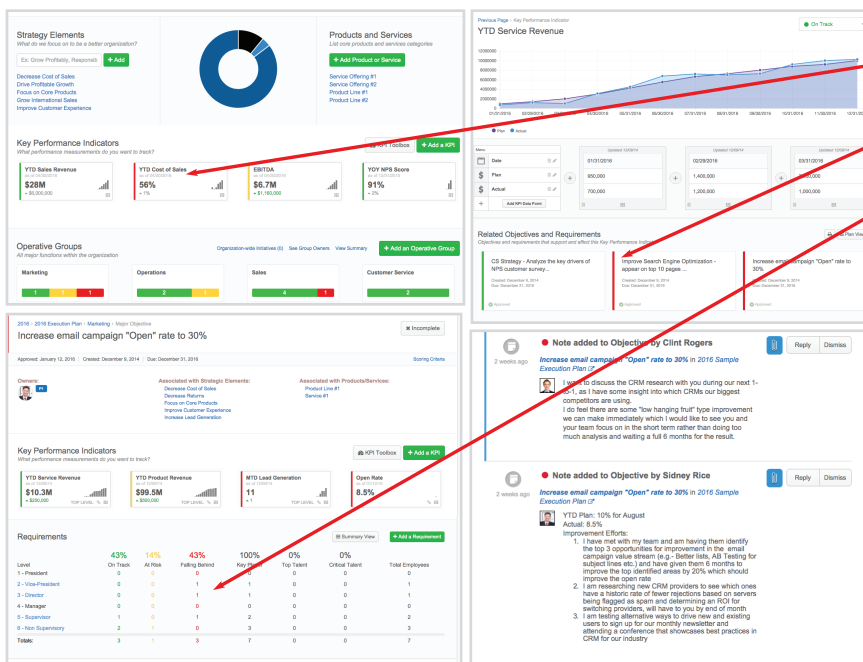


ETW SUPPORT

The “Good Manager” will demonstrate leadership through well-crafted, positive and developmental feedback captured in the ETW system. Each note made in ETW is tied to a major objective, giving context to your feedback, and allowing your employee to contribute their own ideas in a clear, meaningful way.

The transparency provided by ETW holds the “Bad Manager” accountable for their actions or lack thereof. It requires their involvement in creating employee goals and requirements. This active engagement will break down the negative barriers, and provide an open flow of communication, helping keep everyone on the same page and increasing accountability not just for the employee, but for the manager as well.

Drill Down to Take Action



KPI Is Behind Plan

Major Objective Is At Risk

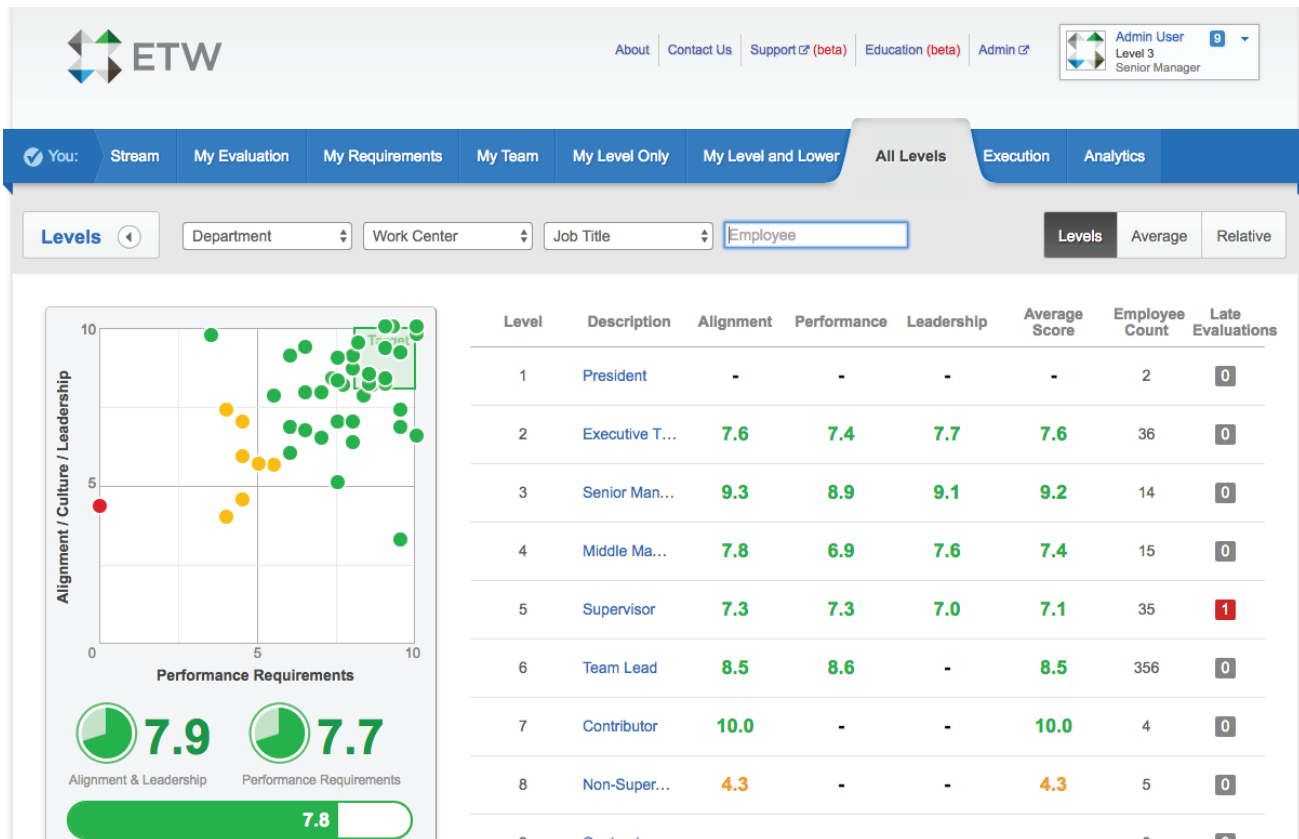
Supporting Requirement Is At Risk

Identify Gaps In Results

Understand The Issue

Make Informed Decision

Take Action



WHAT ETW DOES FOR THE MANAGERS OF THE MANAGERS

While ETW provides benefits to both the good and the bad manager, it is also important to understand the benefit it provides to the manager of those managers. Complete visibility from the top down is essential to create or maintain successful operations.

For the good managers, it shows their superiors how they are being truly effective. This allows those superiors to potentially replicate and implement the good managers' best practices for other teams, departments, or wherever it would make sense to benefit the organization as a whole.

For the bad managers, it gives a clear picture of where they are struggling, or in need of guidance. With the visibility ETW provides, their superiors now have the power to effectively coach these "bad" managers to improve.

Providing the oversight to the entire management team, ETW allows for quick adjustments, coaching, and feedback to create the best possible coaches throughout your organization.



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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



ETW

EXECUTE TO WIN

Business Operating System
for the Modern Enterprise
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