

DRIVING RESULTS THROUGH EMPLOYEE DEVELOPMENT

Understanding Your Role as a Manager

PURPOSE OF THIS GUIDE

Employee development often takes a back seat to improving business results. However, these goals are not mutually exclusive. This guide has been created to enable you to more effectively develop your direct reports and improve employee performance without increasing the time you already allocate to employee development.

QUESTIONS ADDRESSED

- Why should you play a role in the development of your direct reports?
- Which employee-development activities would most significantly improve the performance of your direct reports?
- How can you become more effective at developing your employees?
- How well do you currently develop your direct reports?

KEY AUDIENCES

Line Managers
Supervisors
General Managers





LEARNING AND DEVELOPMENT ROUNDTABLE

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THIS GUIDE IN CONTEXT

—AN IMPORTANT NOTE FOR MANAGERS—

This guide is designed for you. The average manager spends 20 percent of his/her time coaching and developing employees. This time commitment isn't an obvious one, as most development activities occur within the course of day-to-day work.

As such, this guide does not contain an argument for increasing the amount of time that you devote to these activities. Instead, this tool has been designed to demonstrate how you can better develop your employees without increasing your time investment. In fact, by focusing on employee-development activities that have the greatest impact, you can increase employee performance by up to 25 percent. And, as you become more effective at employee development, your employees become more likely to stay, more committed to the organization, and more willing to put forth extra effort.

This guide is designed to show you how to drive results through employee development by answering the following questions:

1. Why should you play a role in the development of your direct reports?
2. Which employee-development activities would most significantly improve the performance of your direct reports?
3. How can you become more effective at developing your employees?
4. How well do you currently develop your direct reports?

—AN IMPORTANT NOTE FOR LEARNING AND DEVELOPMENT EXECUTIVES—

The Learning and Development Roundtable, now entering its third membership year, strives to address the most urgent concerns of senior learning and development executives through a combination of case studies, quantitative analysis, decision-support tools, and networking events. Based on the enthusiastic reception to our recent work on the impact of manager-led employee development on individual and workforce performance, members requested that the Roundtable develop a short summary of this analysis for broad distribution to line managers. This guide represents our first (modest) response to this request.

—ABOUT THE LEARNING AND DEVELOPMENT ROUNDTABLE—

The Learning and Development Roundtable is one of the many membership programs under the Corporate Executive Board umbrella and was launched in 2001 to serve senior learning executives, corporate university leaders, and organizational development professionals around the world. The Roundtable supports its membership in activities as diverse as measurement, leadership development, experiential learning, and e-learning, with a rolling agenda of strategic research and structured forums for idea sharing and implementation support.

THIS GUIDE IN CONTEXT (CONTINUED)

This guide is one part of a portfolio of tools designed to assist managers in improving team performance and accelerating employee development. These resources share a common objective: to identify strategies for integrating development and performance management into daily work, rather than creating distinct (and discretionary) events and activities.

Portfolio of Tools for Enhancing People-Development Performance



Employee Performance Improvement: *Understanding Your Role as a Manager*

Key Questions

1. How well do my peers and I develop our employees?
2. What are the specific activities that I should focus on to improve the performance of my direct reports?
3. How well do I perform the activities that most improve employee performance?

Available at
www.ldronline.com



Driving Results Through Employee Development: *Understanding Your Role as a Manager*

Key Questions

1. Why should you play a role in the development of your direct reports?
2. Which employee-development activities would most significantly improve the performance of your direct reports?
3. How can you become more effective at developing your employees?

Available at
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Developing Hourly Employees: *Understanding Your Role as Manager*

Key Questions

1. What are the benefits of developing hourly employees?
2. How can I engage in the activities that have the greatest impact on the performance of my hourly employees without increasing my time commitment?
3. How can I be more effective at developing my hourly employees?

Available Spring 2004



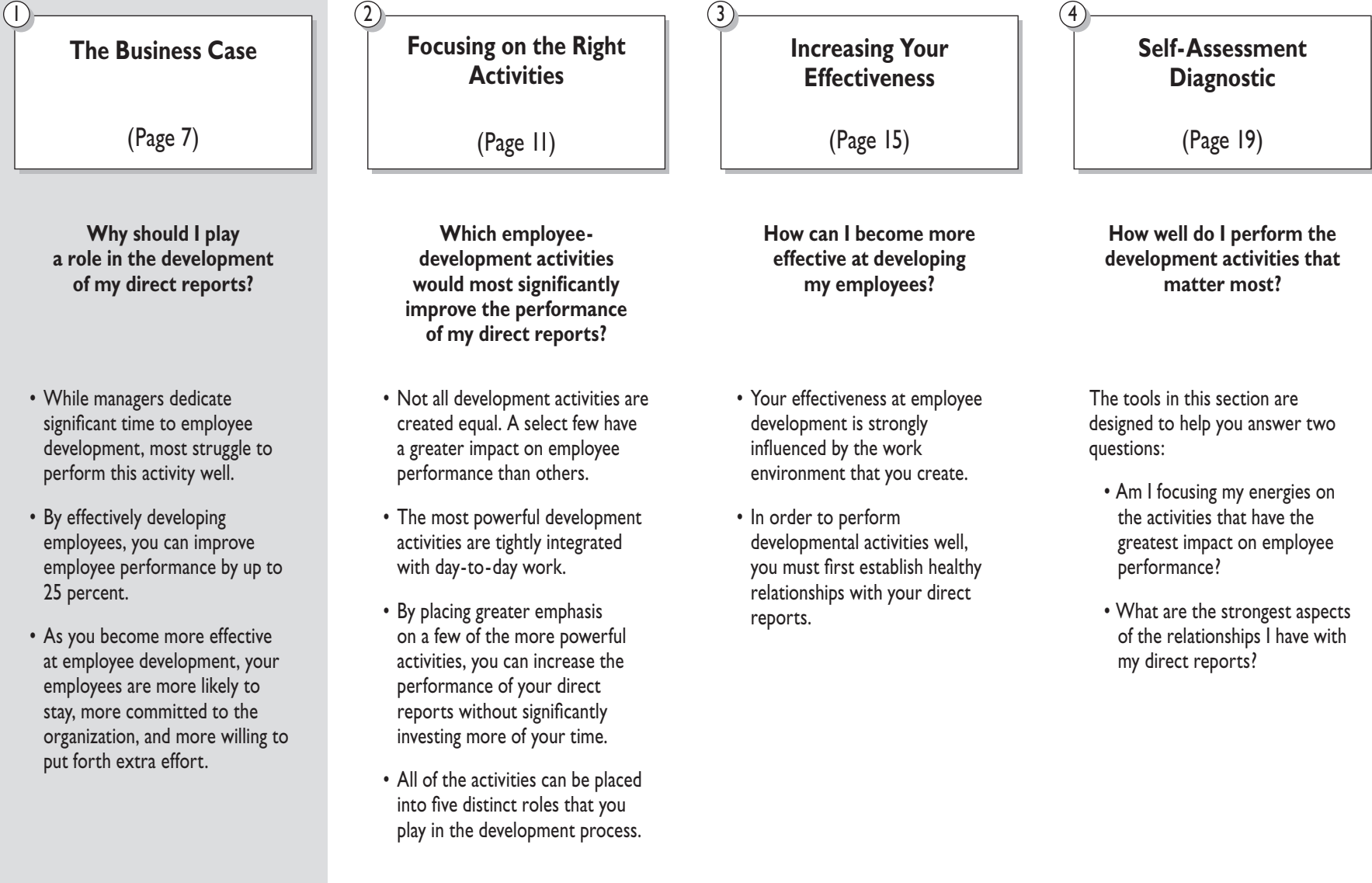
Online Diagnostic Center

Key Questions

1. How effective am I at employee development?
2. How do my employee-development efforts compare to those of my peers?
3. How can I improve my effectiveness?

Available Summer 2004

ROAD MAP FOR THE GUIDE



Managers are faced with a difficult dual mandate: achieve business results and develop employees. The fact that these imperatives are not mutually exclusive is clear to many managers: roughly 75 percent view the development of their employees as a vital contribution to organizational success.

Indeed, despite considerable workplace demands, the average manager dedicates approximately 20 percent of his/her time to employee development. Unfortunately, the evidence suggests that managers struggle to convert their time commitment into effective practice. Across industries, only two of every five employees rate their managers as effective in their development efforts.

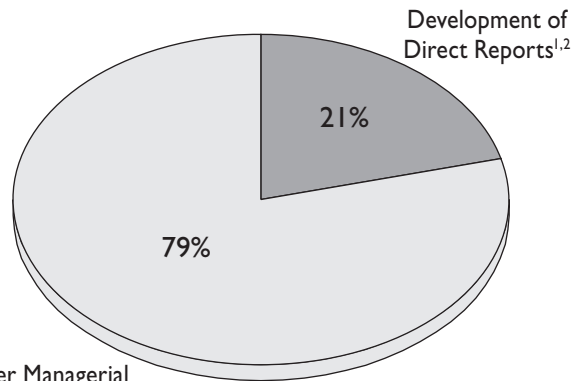
Most Managers Invest Time in Employee Development but Are Ineffective in This Role

ARE YOU ACHIEVING A RETURN ON YOUR INVESTMENT IN EMPLOYEE DEVELOPMENT?

Managers invest roughly 20 percent of their time developing employees...

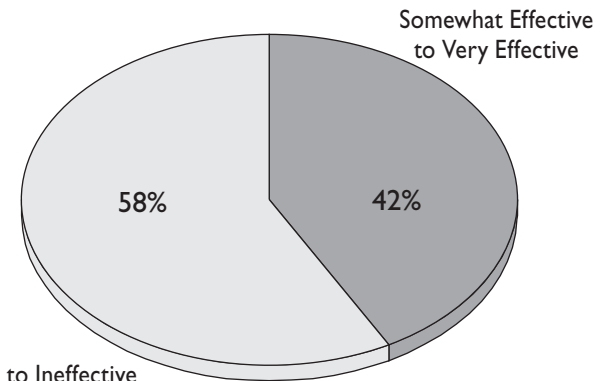
...but most struggle to perform well in this role

Average Time Managers Allocate to Employee-Development Activities



n = 3,078.

Employees' Ratings of Their Managers' Development Efforts



n = 3,103.

Increasing Returns on Time, Not Increasing Time

You already devote significant time to developing your employees; you don't necessarily need to allocate more time to this activity. Instead, you need to use this time more effectively. By doing so, you can significantly improve the performance of your direct reports.

¹ Roundtable research indicates that the average manager spends 10 minutes per day per employee on employee-development activities. Assumes average manager has 10 direct reports.

² Representative activities include: developing individual development plans (IDPs), providing performance feedback, helping employees to find training, serving as a mentor, clearly explaining performance evaluation criteria, etc.

Source: Learning and Development Roundtable 2003 Employee Development Survey.

The business case for playing an effective role in the development of your direct reports is clear and simple: the direct reports of managers who are most effective at development activities outperform those with ineffective managers by as much as 25 percent.

The example on this page serves to demonstrate this point. Employees reporting to Manager B (a strong developer of employees) will tend to outperform employees reporting to Manager A (a weak developer of employees) by a margin of 25 percent.

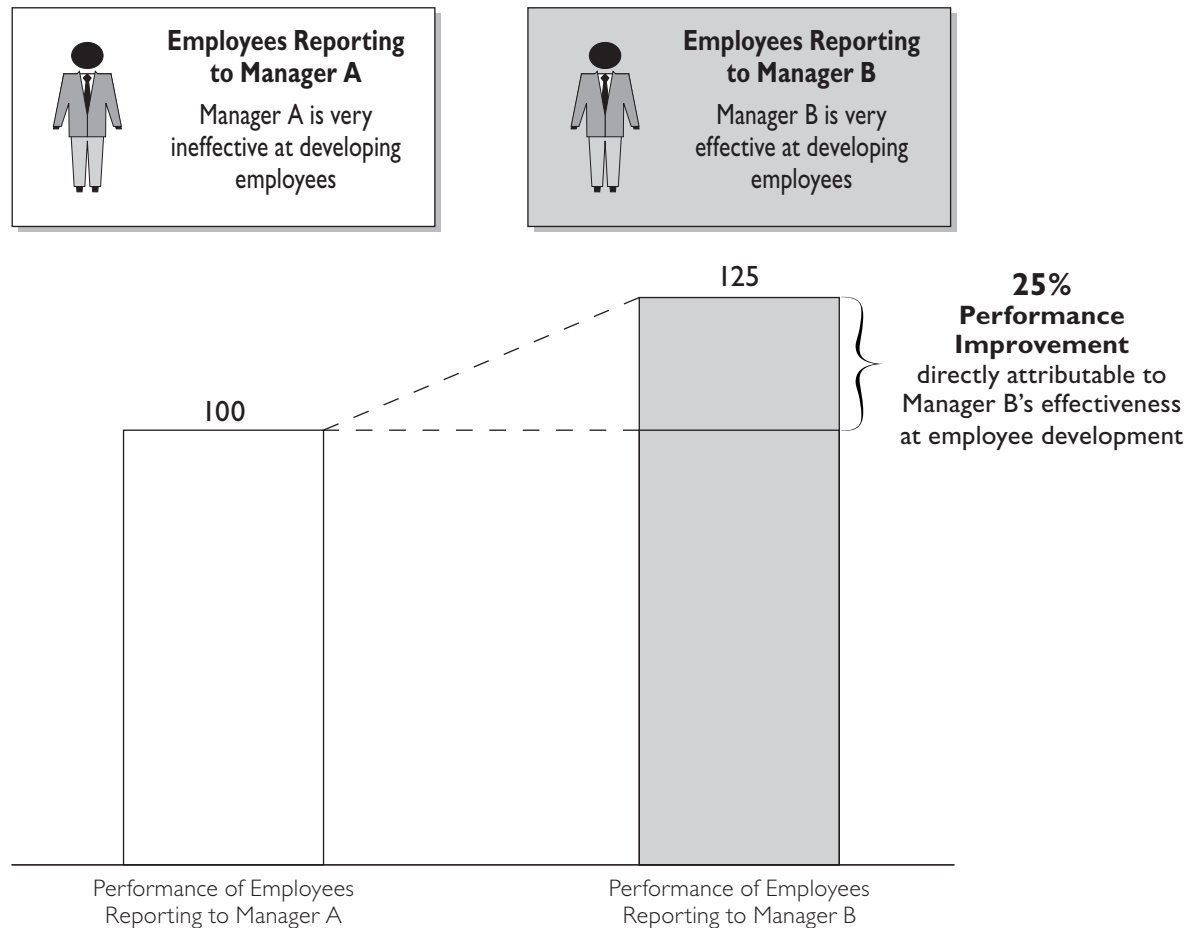
Effectively Developing Employees Drives Large Performance Improvements

THE ONE WORD ARGUMENT FOR YOUR ROLE IN EMPLOYEE DEVELOPMENT: PERFORMANCE

Employees of managers who are very effective at development can outperform their peers by up to 25 percent

Impact of Manager-Led Development on Employee Performance

Indexed



Source: Learning and Development Roundtable 2003 Employee Development Survey.

In addition to improving performance, effective employee development produces a host of compelling benefits.

As demonstrated in the example on this page, employees are more satisfied, more committed to the organization, more likely to stay with their employers, and more adaptable to change when their managers are effective at employee development.

In sum, your role in employee development impacts your employees' success, your team's success, and ultimately your success.

Employee Development Improves Employee Behaviors and Attitudes

FOUR MORE REASONS TO ACTIVELY DEVELOP YOUR TEAM

Managers who are effective at employee development have employees who are more satisfied, more committed to the organization, and more likely to stay



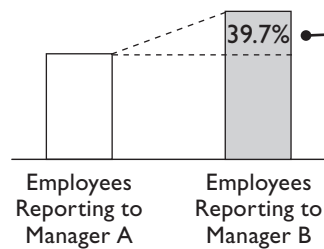
Employees Reporting to Manager A
 Manager A is very ineffective at developing employees



Employees Reporting to Manager B
 Manager B is very effective at developing employees

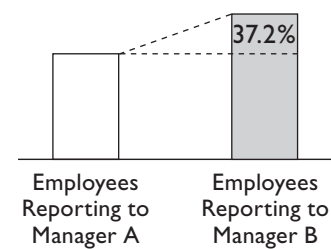
Impact of Effective Manager-Led Development on Employee Attitudes and Behaviors

Employee Retention

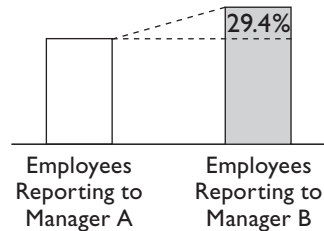


Employee Retention
 Manager B's direct reports are almost 40 percent more likely to stay with the company than Manager A's direct reports.

Employee Satisfaction

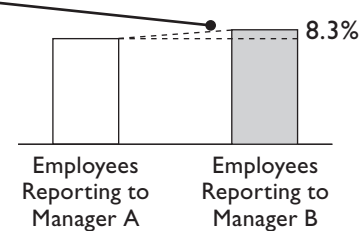


Organizational Commitment



Employee Adaptability
 Manager B's direct reports are more than 8 percent better at responding to change than Manager A's direct reports.

Employee Adaptability



ROAD MAP FOR THE GUIDE

1

The Business Case

(Page 7)

Why should I play a role in the development of my direct reports?

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2

Focusing on the Right Activities

(Page 11)

Which employee development activities would most significantly improve the performance of my direct reports?

- Not all development activities are created equal. A select few have a greater impact on employee performance than others.
- The most powerful development activities are tightly integrated with day-to-day work.
- By placing greater emphasis on a few of the more powerful activities, you can increase the performance of your direct reports without significantly investing more of your time.
- All of the activities can be placed into five distinct roles that you play in the development process.

3

Increasing Your Effectiveness

(Page 15)

How can I become more effective at developing my employees?

- Your effectiveness at employee development is strongly influenced by the work environment that you create.
- In order to perform developmental activities well, you must first establish healthy relationships with your direct reports.

4

Self-Assessment Diagnostic

(Page 19)

How well do I perform the development activities that matter most?

The tools in this section are designed to help you answer two questions:

- Am I focusing my energies on the activities that have the greatest impact on employee performance?
- What are the strongest aspects of the relationships I have with my direct reports?

There is no shortage of employee-development activities that can potentially improve the performance of your direct reports. However, as they all appear equally important, you face the difficult task of deciding upon which activities deserve your time and energy.

Take a moment to select the five employee-development activities you believe have the biggest impact on employee performance. On the next page, you can test the accuracy of your selections.

Managers Are Unsure Which Development Activities Reap the Greatest Returns

QUICK QUIZ: WHICH DEVELOPMENT ACTIVITIES MATTER MOST?

Time-oppressed managers lack guidance as to where they should focus their employee-development efforts

Fifteen Key Manager-Led Development Activities

Activity and Definition

Assess Development Progress: Review where employees stand against their development goals

Create Individual Development Plans (IDPs): Help employees create plans to meet their development goals

Ensure Necessary Skills/Knowledge: Ensure employees have the required skills and knowledge before they need it

Ensure Projects Provide Learning: Ensure each currently assigned project or assignment is a learning experience

Explain Performance Evaluation Standards: Help employees understand their performance review standards

Feedback on Performance Strengths: Give employees feedback during performance reviews about their performance strengths

Feedback on Performance Weaknesses: Give employees feedback during performance reviews about their performance weaknesses

Feedback on Personality Strengths: Give employees feedback during performance reviews about their personality strengths

Give Advice from Your Own Experience: Give employees advice based on your experience

Help Apply New Skills/Knowledge: Help employees apply new skills or knowledge in their work

Help Find Training: Help employees find the training they need

Pass Along Development Opportunities: Pass along relevant development opportunities to employees

Pass Along Job Openings: Pass along information about internal job openings to employees

Provide Experiences that Develop: Help employees obtain the experiences at work that will help them develop over time

Teach New Skill or Procedure: Teach employees a new skill, concept, or process

Which Five Activities Have the Biggest Impact on Employee Performance?

1. _____
2. _____
3. _____
4. _____
5. _____

Not all employee-development activities are created equal. While many of these activities positively influence employee performance, some, such as experience-based learning activities, provide substantially greater returns than others. The chart on the right demonstrates the maximum impact that the effective execution of these activities will have on employee performance.

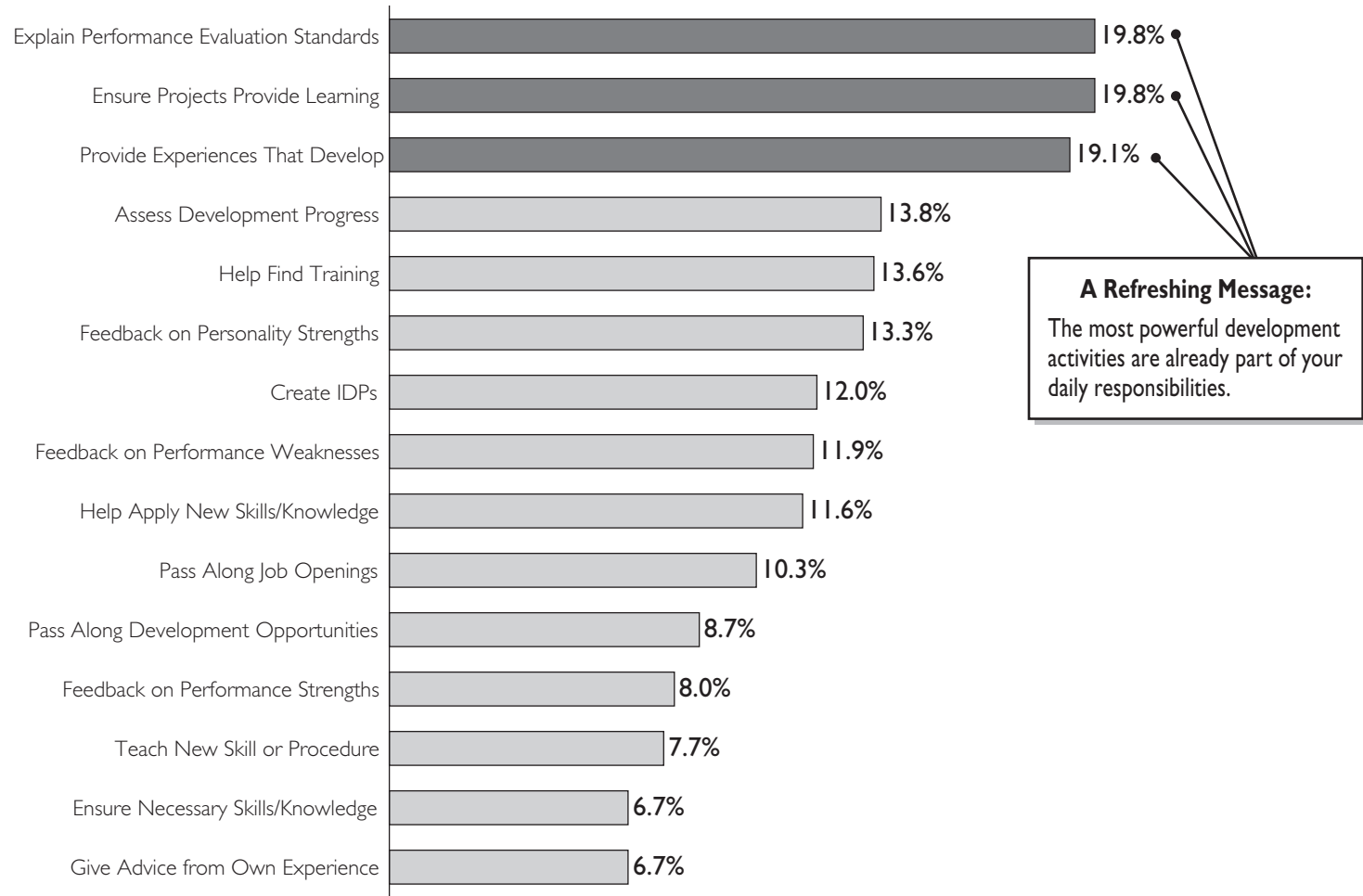
As virtually all of these activities are already part of your daily responsibilities, placing greater emphasis on a few of the most powerful activities can improve your effectiveness without increasing your time commitment. Perhaps most notably, the top three activities are clearly part of day-to-day managerial routines—namely, explaining performance standards and assigning/managing employee experiences.

Some Activities Have a Greater Impact on Employee Performance Than Others

FOCUSING ON WHAT MATTERS MOST

Employees benefit most from managers who clarify performance standards and focus on experience-based learning opportunities

Impact of Specific Manager-Led Development Activities*



* For a complete definition of each activity, please see the previous page.

Source: Learning and Development Roundtable 2003 Employee Development Survey.

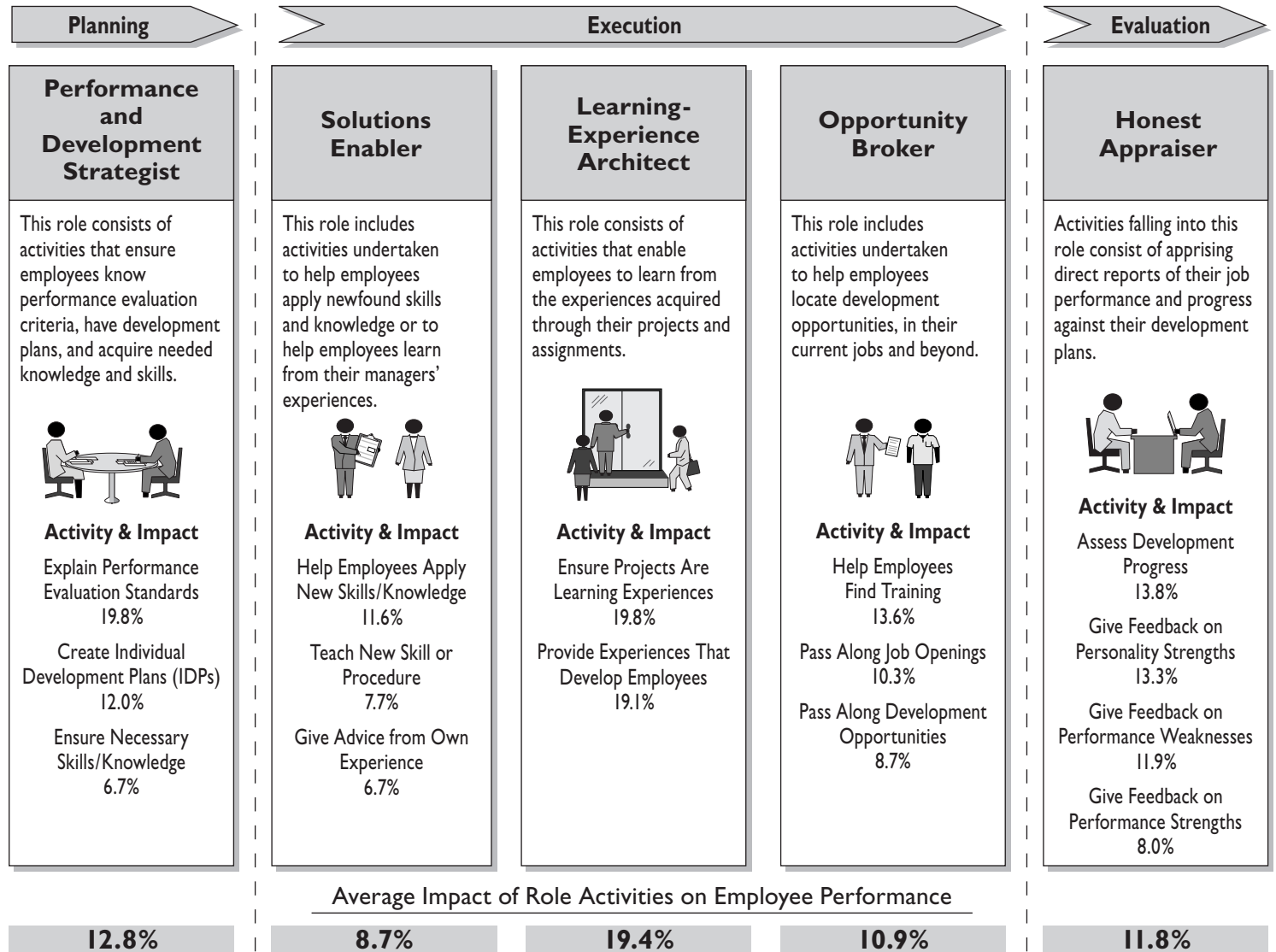
Rather than trying to perform the 15 manager-led development activities separately, view them as clusters of activities that comprise basic roles you already play.

The graphic to the right demonstrates how these development activities align with five roles you already perform. If you're like most managers, you're best at the bookends on this chart—setting development strategy and evaluating development progress. As you'll note, though, the roles associated with the day-to-day execution of development activities merit your best efforts as well.

Activities Can Be Bundled into Five Manager Roles

FIVE LEAD ROLES FOR MANAGERS

The manager-led development activities that impact employee performance fall into five basic roles



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Increasing Your Effectiveness

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How can I become more effective at developing my employees?

- Your effectiveness at employee development is strongly influenced by the work environment that you create.
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How well do I perform the development activities that matter most?

The tools in this section are designed to help you answer two questions:

- Am I focusing my energies on the activities that have the greatest impact on employee performance?
- What are the strongest aspects of the relationships I have with my direct reports?

In this section we turn from *what* development activities improve performance to *how* you can become more effective at performing these activities.

How can you become more effective at employee development? The chart to the right provides a clear answer: strengthen your relationships with your direct reports. Your relationships with employees serve as the foundation of successful employee development. While other factors—such as the learning culture of your organization or your experience at employee development—influence your effectiveness, they play a minor role.

Put simply, if you fail to establish healthy relationships, you stand little hope of playing an effective role in the development of your direct reports.

Health of the Manager–Employee Relationship Is the Foundation of Employee Development

IMPROVING YOUR EFFECTIVENESS

While many factors influence your effectiveness at employee development, your relationship with your direct reports is of greatest importance

Impact of Work Environment on Manager Effectiveness at Employee Development

Factors Influencing Employee-Development Effectiveness	Impact of Factor on Manager Effectiveness at Employee Development	Key Insight
Primary Importance		
Your Relationship with Direct Reports	27.1%	Relationships are the foundation of development. By creating an environment where employees respect your leadership, trust your vision, and are loyal and committed to you, you can significantly improve your effectiveness at employee development.
Commitment to Development	15.8%	By helping your team see the business case for growth and development, you can substantially improve your effectiveness at development activities.
Secondary Importance		
Your Employee-Development Experience	11.0%	Managers with more experience at employee development are slightly more effective in this role than managers with little experience. Although there is little you can do about your experience levels, you can seek out opportunities to gain exposure to development planning, execution, and evaluation activities.
Organizational Learning Culture	5.1%	You are not constrained by culture. Organizational learning culture has relatively little impact on your ability to effectively develop employees.

Managers with healthy employee relationships are 27 percent more effective at employee development than managers with unhealthy employee relationships.

Source: Learning and Development Roundtable 2003 Employee Development Survey.

As noted on the previous page, the relationships you share with your employees have the biggest impact on your ability to effectively develop your employees. Of the numerous attributes that comprise the manager-employee relationship, only a few have a meaningful impact on your effectiveness at employee development.



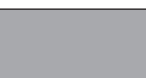
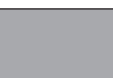


Specifically, your leadership and vision and employee satisfaction with and impressions of your relationship can provide fertile ground for employee-development activities to take root.

Positive Working Relationships Enable More Effective Employee Development

ANATOMY OF A HEALTHY RELATIONSHIP

The nature and strength of your employee relationships have a significant impact on your ability to develop employees

Impact of Manager–Employee Relationship Attributes on Employee-Development Effectiveness

Attributes of Manager–Employee Relationship	Impact of Attribute on Manager Effectiveness at Employee Development	Key Insight
Primary Importance		
Leadership and Vision	 57.7%	You can most influence your effectiveness at employee development by inspiring your direct reports through consistent leadership and clearly articulating your vision.
Relationship Health	 52.9%	By creating positive employee perceptions about your working relationships you can increase your effectiveness at employee development by almost 53 percent.
Trust and Respect	 47.7%	Demonstrating a willingness to discuss topics of concern with your direct reports and treating employees consistently, fairly, and with respect greatly contributes to your effectiveness at employee development.
Loyalty and Commitment	 37.2%	In contributing to a relationship where your employees are committed and supportive of you and where they have a desire to perform well for you, you can increase the effectiveness of your employee-development activities.
Secondary Importance		
Your Interaction with Employees	 9.1%	The frequency of your in-person and electronic interaction with your direct reports and the frequency of employee feedback both contribute positively to your development effectiveness.
Your Management Style	 7.7%	Managers effective at employee development encourage team decision making and employee creativity, and honor others' boundaries.

Source: Learning and Development Roundtable 2003 Employee Development Survey.

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SELF-DIAGNOSTIC EXERCISE I

Focusing on the Right Activities

Instructions: The following statements are designed to assist managers in identifying areas where they can focus their time to activities which have the greatest impact on employee performance. Assess the frequency with which you perform various development activities. Activities at the top of the list will tend to have the greatest impact on employee performance.

		Activity	Frequency		
			Often	Sometimes	Never
Importance	Critical	I explain the standards used during performance evaluations to my employees.			
		I ensure assigned projects provide learning experiences for my direct reports.			
		I provide my employees with new experiences that promote their development.			
	Highly Important	I assess how my direct reports are making progress against their development goals.			
		I help my employees find the training they need.			
		I give my direct reports feedback on personality strengths during their performance reviews.			
		I assist my employees in the creation of development plans.			
		I provide my employees with feedback on performance weaknesses during performance reviews.			
		I help my direct reports apply new skills or knowledge.			
		I pass along internal job openings as they become available.			
	Important	I pass along development opportunities to my employees as they become available.			
		I give my employees feedback on their performance strengths during performance reviews.			
		I teach my employees new skills, processes, or procedures.			
		I ensure my direct reports have the required skills and knowledge before they need it.			
		I give my employees advice based upon my own experiences.			

SELF-DIAGNOSTIC EXERCISE II

Assessing Relationship Health

Instructions: Establishing healthy relationships with your direct reports is the foundation of playing an active role in their development. The following statements are designed to help you assess the health of the relationship you share with your direct reports, and consequently, identify areas for improvement. Indicate the extent to which you agree or disagree that the following statements describe your relationships with your direct reports.

		Aspects of Manager–Employee Relationship	Sample Attributes	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Importance	Critical	Leadership and Vision	My employees feel that my leadership and vision inspires them at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Relationship Health	My employees would describe our relationship as positive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			My employees feel I am a pleasure to work with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			My employees are satisfied with me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			My employees believe that we are on good terms.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		Trust and Respect	My employees know that they can talk to me about any topic they need to discuss.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	My employees believe that I treat them fairly and consistently.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Loyalty and Commitment	My employees are willing to continue working under me for as long as possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		My employees would support me in almost any situation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		My employees try their best to accomplish assignments I give them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Important	Your Interaction with Employees	I frequently interact with my employees face-to-face.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			I frequently talk to or interact with my employees by telephone or e-mail.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often receive employee feedback on my employee development efforts.			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Your Management Style		I frequently encourage team participation in decision making and try to implement employee ideas and suggestions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		I encourage my employees to be creative about their jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		I honor other peoples' boundaries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Source: Learning and Development Roundtable 2003 Employee Development Survey.

A SHORT NOTE ON THE RESEARCH METHODOLOGY

- The data presented in this guide was gathered with two survey instruments that were part of the Learning and Development Roundtable's 2003 Employee Development Survey. The survey was Web-based and administered between February and April of 2003. In total, nearly 13,500 employees and managers from 14 distinct organizations were surveyed, and completed responses were received from 6,889 of them (a 51 percent response rate). Employees and managers came from a range of organizations (14), industries (six), and countries (nine). Through appropriate weighting, the final sample and subsequent analyses are not dominated by any one organization.
- Working closely with each organization that participated in the study, a random sample of managers across each organization was developed. For each manager included in the sample, an employee was sampled at random from the manager's list of direct reports. Both the manager and the employee ("the matched pair") were invited to participate in the study. About 42 percent or 2,773 matched pairs completed the survey.
- Data was collected from more than 180 executives, 650 senior managers, 1,400 mid-level managers, and more than 2,400 first-line managers.
- More than 37 percent of the individuals who participated in the survey as "employees" (more than 1,400 people) were managers themselves, either first-line managers or above.
- This report summarizes the aggregate findings of the study only.
- The results discussed here are not additive; that is, engaging in two distinct activities, each with a 20 percent improvement score, will not yield a 40 percent improvement score.
- This guide employs a number of advanced analytical tools, chief among them structural equation modeling (SEM) to estimate the impact of development activities on employee performance. Your organization's primary contact with the Roundtable can obtain more details about these tools.

