

Making Change Happen: Unlocking the Hidden Potential of Front-Line Managers

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Levels of Organizational Change

Changing mindsets

Improving work processes

Increasing output

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Culture Eats Strategy for Lunch



A Key Question



Newton's First Law of Motion

- An object at rest tends to stay at rest ...
- An object in motion tends to stay in motion ...
- ... **UNLESS** acted upon.

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Photos courtesy of www.espn.com

Newton's First Law of Management

- Employees at rest will stay at rest...
- Employees doing something will keep doing it the same way...
- ... **UNLESS**, you do something about it.

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Source: *Hundred Percenters*, Mark Murphy

Front-Line Manager's Critical Role



Communicating Direction

Is Our Direction Really Clear?

Survey of 23,000 employees:

- 37% understand their organization's goals
- 1 in 5 were enthusiastic about the goals
- 1 in 5 could relate their work to the goals
- 15% felt enabled to execute against the goals
- 20% trust the organization they work for

Source: *The 8th Habit: From Effectiveness to Greatness*, Stephen Covey

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Lack of Clear Goals

Only 4 out of 11 players would know which goal is theirs.

Source: *The 8th Habit: From Effectiveness to Greatness*, Stephen Covey

Lack of Enthusiasm

And only 2 out of 11 would care

Source: *The 8th Habit: From Effectiveness to Greatness*, Stephen Covey

Lack of Role Clarity

Only 2 of the 11 would know what position they play and what they are supposed to do

Source: *The 8th Habit: From Effectiveness to Greatness*, Stephen Covey

Lack of Trust

All but 2 players would be competing against their own team rather than their opponent

Source: *The 8th Habit: From Effectiveness to Greatness*, Stephen Covey

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Is Our Direction Compelling?

S.M.A.R.T. goals ...

... may not be smart enough

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Translating into Behavior

Critical Distinctions

- **CHARACTERISTICS** vs. **BEHAVIORS**

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Critical Distinctions

Three types of behaviors:

- Dysfunctional
- Compliance
- Discretionary

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Changes on the Front Line

What behaviors are required for success in the “new normal”?

- For CSRs?
- For installers?
- For technicians?
- For salespeople?
- For others on the front line?

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Engaging for Discretionary Effort

What is Employee Engagement?

**It's the all-important
"give-a-darn" factor.**

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Employee Engagement

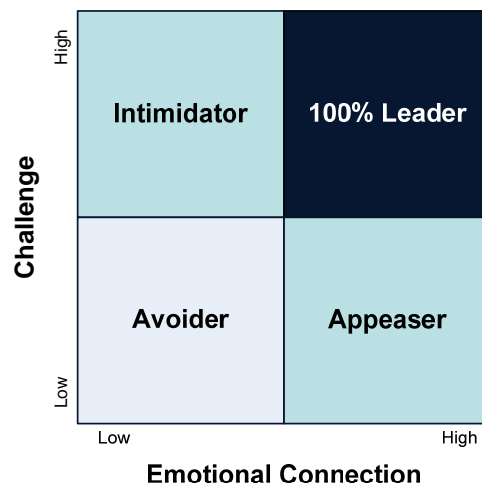
What does employee engagement have to do with getting the job done?

- 27% better attendance
- 31-51% less turnover
- 12% better customer satisfaction
- 51% less “shrink” (theft!)
- 62% fewer accidents
- **18% more productivity**
- **12% more profitability**

Source: *12: The Elements of Great Managing*,
Rodd Wagner & James K. Harter, Ph.D.



Managing for Engagement



Source: *Hundred Percenters*, Mark Murphy



The Power of C²

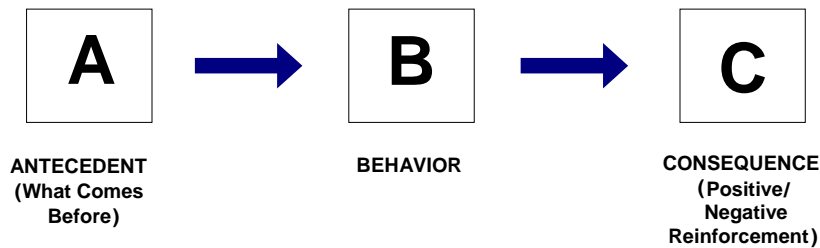
- **Challenge**
- **Connection**

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Coaching for Performance

Changing the Leopard's Spots

Remember Your ABC's



Source: *Bringing Out the Best in People*, Aubrey Daniels

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Need for Positive Reinforcement

Managing for Discretionary Behaviors

- Positive reinforcement = the only tool that generates more discretionary behaviors.
- Our response is hard-wired (physical).
- You can't punish people into discretionary effort.

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Coaching for Performance

“Leadership is a contact sport.”

- Set expectations
- Offer support and remove obstacles
- Observe performance
- Provide feedback
- Reinforce discretionary effort

Quote by Marshall Goldsmith

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Positive Feedback Made Easy

Remember – “**SSIP**”

- **S**incere
- **S**pecific
- **I**mmEDIATE
- **P**ersonal

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Negative Feedback Made Easy

- Pinpoint specific undesired behavior (not characteristic)
- Explain the impact
- Identify specific replacement behavior
- State consequences clearly
- Plan follow-up and reinforce new behaviors

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Obstacles to Change

Obstacles to Change

Do you have a “**WHAT** to do, **HOW** to do it, or a **WANT** to do it” problem?

- Unclear or contradictory expectations
- Misalignment in structure of time and effort
- Lack of training on the “hard soft stuff”
- Lack of coaching for performance
- Unwillingness by front-line managers

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What are Telco Managers Doing?

AGH Front-line manager mini-survey:

- 32 respondents from 6 telcos
- Areas of responsibility: customer service, central office, plant, IT network, service operations, business development, facilities, engineering, splicing, wireless
- Supervise 1-40 employees (average 10.9)

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Where Does the Time Go?



Task performer – Direct work on important, planned & regular tasks assigned to them



Firefighter – Unassigned, unexpected or urgent tasks, problems, issues or challenges



Administrator – Assign & monitor others' work, ensure policy compliance, report to executive management, personnel tasks



Coach – Translate vision & direction, provide support & feedback, train & develop

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“WHAT to do” Obstacles

Unclear or contradictory expectations

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“**HOW** to do it” Obstacles

Misalignment in structure of time and effort

Lack of training on the “hard soft stuff”

Lack of coaching for performance

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WANT to do it Obstacles

Unwillingness by front-line managers

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Call to Action

So, You Want Different Results?

Win the war on the front lines by preparing front-line managers for success.

- **Redefine** the role and the expectations.
- **Restructure** the work to get the required focus and time.
- **Retool** your front-line managers.
- **Reinforce** (coach for performance).

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Using Your New Tool



Cultural change on \$1 a day

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Thank you!

Q & A

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