



Bottom-Line Leadership[®]

COACH

PEOPLE

COUNSEL

STANDARDS

SERVICE

QUALITY

DECISIONS

PERFORMANCE

APPRAISAL

Research Paper

- What supervisors/team leaders really do
- The 4 key roles they play simultaneously
- #1 priority of team leaders
- Which tools do they need
- Are you investing - or *wasting* - leadership development money



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THE RESEARCH



Million Dollar Businesses:

If you add up the cost of people, equipment and materials entrusted to your supervisors, you will discover they are managing a business with assets approaching 1 million US dollars per year.

"More with Less"

First Level Managers are pressured daily to produce more quality work with the same/less people than last year. They are asked to increase quality and customer service - all at lower unit cost.

What Do Supervisors/Team Leaders Really Do?

Time and motion studies show that supervisors spend:

30% of their time (at most) on people team leadership (soft skills) and 70% on "other" activities

The "Other" 70% Consists of:

Planning and scheduling work assignments for teams and temps, communications with non-team people, meetings, logistics, human resource policies and procedures, productivity, quality, customer service, finance and cost control and hiring and interviewing new team members.

Traditional 1st Level Training Concentrates On:

- Interpersonal Skills
- Company-specific policies and procedures
- Nothing about the other 70%

The Training Methodologies Most Commonly Offered Are:

- Classroom-Based
- Video-Based "Behavioral Modeling"
- E-Learning

An On-Going Study Of Video-Based Behavioral Modeling Asked:

"Do your graduates use these skills back on the job?"

Our survey found ... 10 out of 12 video-based customers said NO! NOW... A video-based behavioral modeling vendor reports 83% of graduates do NOT use skills or tools back on the job.

When Asked -

"Why aren't your graduates using these interpersonal skills back on the job?"

The Overwhelming Response Was: **THEY ARE TOO BUSY!!!**

Too busy doing what?

Graduates replied they are too busy to do "soft" skills because they are pushed daily by their managers to do **more with less** (get more productivity with the same or less staff; more service-quality at lower cost).

CONCLUSION: As a result, they see no correlation between "soft" skills and the "hard" scorecard performance measures they are judged on every day.

THE 4 ROLES

In addition, this research has uncovered that **today's first-level managers are being asked to play 4 roles simultaneously**. These roles and competencies are:



1. Productivity Manager (to get more with less)

- Plan and schedule work
- Manage performance
- Achieve “more with” - increase productivity - diagnose problems
- Coach and give performance feedback



2. People/Team Leader (one-on-one and building teams)

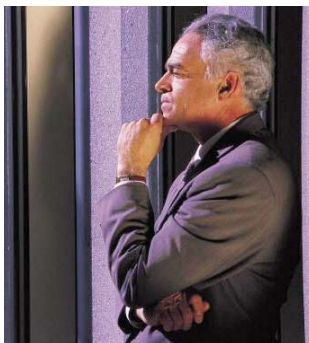
- Communicate clearly and concisely with today's workforce
- Manage motivation and morale
- Quality and service leader
- People manager (one-on-one)
- Team leader
- Performance management
- Training and skill building



3. Human Resources/Legal Policy Administrator

(in the USA* - diversity, harassment, avoid lawsuits, etc.)

- Human resource policies
- Legal issues
- Staffing and layoffs
- Regulatory requirements, environmental safety and health



4. Decision Maker

(proactive management, setting priorities, basic finance)

- Set priorities and balance 4 roles
- Decision making and problem solving
- Manage against budget and control costs
- Performance appraisal and career development
- Complete special projects

Each role is demanding by itself. All 4 roles combined equal an enormous amount of responsibility. **The competencies and skill sets of all 4 roles are outlined in detail on the following pages.**

**issues vary by country*

1. PRODUCTIVITY MANAGER



Competencies and Skill Sets

Plan and Schedule Work

- Transition from staffer to supervisor
- Get work done and be a part-time leader
- Handout assigned work
- Review assignments

Manage Performance

- Know skills required and manage skill level (rating)
- Know/apply standards of performance
- Measure performance vs. standards

Increase Productivity

- Know why people do NOT perform
- Diagnose performance gaps and skill deficiencies
- Get agreement for performance gap remediation plan
- Track and report basic performance measures

Coach and Give Performance Feedback

- Demonstrate and model the desired behavior
- Re-measure and provide constructive feedback
- Continuously shape improving performance
- Create performance aids and apply existing tools

2. PEOPLE/TEAM LEADER



Competencies and Skill Sets

Achieve: "More With Less"

- Work Flow Analysis - identify roadblocks/time wasters
- Capacity Analysis - how much work can your team handle
- Volume Forecasting - how much work is coming
- Assign people to the right job(s)/workstations

Quality and Service Leader

- Remove inefficiencies and roadblocks
- Increase customer focus - meet deadlines
- Improve quality - reduce errors/rework
- Measure, evaluate, chart service-quality results and provide feedback

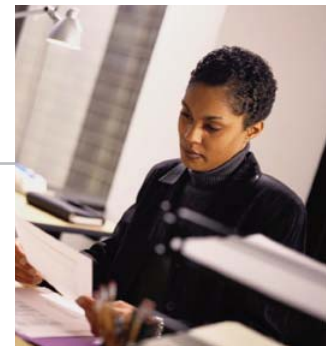
People Manager: (One-on-One Counselor)

- Performance management; relate motivation and morale
- Provide training and skill building
- Lead high-performers, standard players and marginal staff
- Recognize results and praise successes
- Counsel problem employees and discipline violations

The Team Leader

- Build a team from individual contributors
- Lead the team (set vision) by example
- Manage the team through changes and turbulent times
- Develop your team and yourself

3. HUMAN RESOURCES/LEGAL POLICY ADMINISTRATOR



Competencies and Skill Sets

Policies:

- Compensation and job classification
- Labor relations and discipline
- Overtime
- Company personnel policies

Legal Issues: (USA*)

- Manage diversity and prevent discrimination
- Sexual harassment
- Substance abuse
- Termination

Staffing:

- Help set hiring criteria
- Conduct fair interviews - behaviorally based
- Selecting best candidates to hire
- Prepare fact-based evaluations/ratings for hiring and layoffs

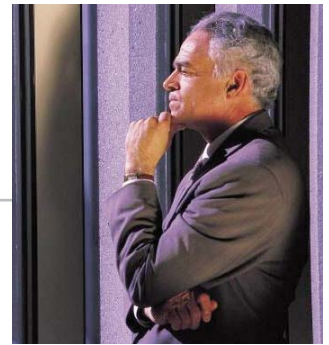
Regulatory Requirements

Environment Safety and Health:

- Avoid environmental/health hazards
- Avoid regulatory/compliance problems
- Maintain safety program

**issues vary by country*

4. DECISION MAKER



Competencies and Skill Sets

Set Priorities:

- Prioritize and balance 4 roles
- Be more proactive - less reactive
- Balance full-time vs. part-time vs. overtime
- Apply powers - positive and negative - to get work done

Decision Making and Problem Solving:

- Making good business decisions "trade-offs", decisiveness
- Performance appraisals and career development
- Balance strategic needs with effective tactics
- Set staff levels: manage headcount, hours, hiring and layoffs

Manage the Work-People Matrix:

- Manage the work/people matrix
- Manage equipment and supplies
- Identify/track jobs that need to be done
- Complete special projects while maintaining on-going work

Finances, Budgets and Cost Control:

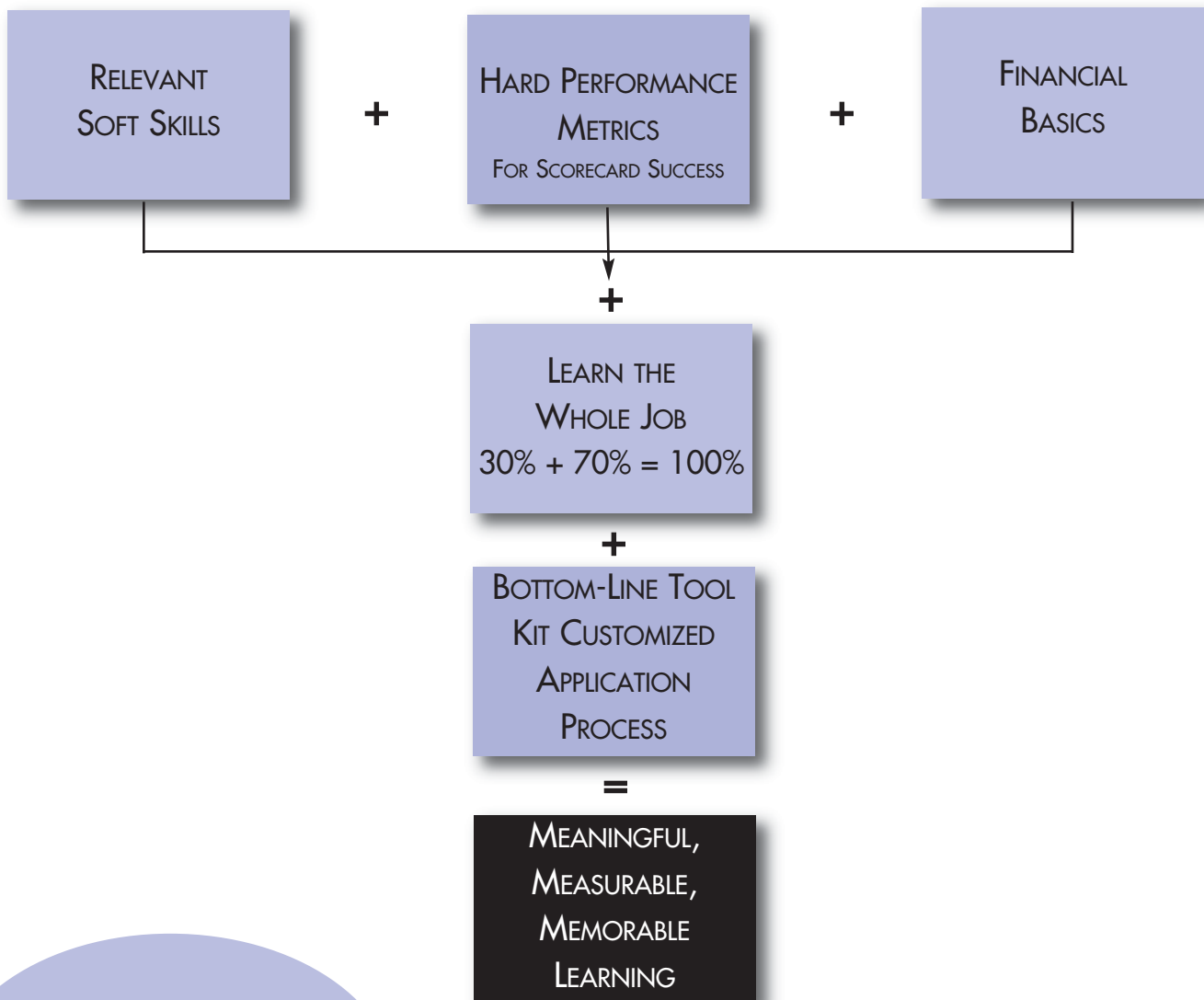
- Finance: read basic cost reports
- Track and control costs vs. budget
- Control overtime, turnover and absences
- Help set budget and implement cost reduction

FIRST TIME EVER.....

At each level, identify key soft skills:

Supervisors & Team Leaders – Coaching, Counseling, Discipline

First Level Managers – Interviewing, Appraisal, Delegation



Breakthrough --

Learn soft skills, practice each with scored results. Learn financial basics to run unit as a business. Then integrate and apply all three sets of skills in the simulation with immediate feedback on results to do the whole job.

Each tool learned and practiced with feedback:

- Capacity Analysis Worksheet
- Skills Matrix Worksheet
- Key Success Criteria
- Job/Task Analysis Worksheet
- Diagnosing a Performance Problem
- Performance Management File
- One-on-One Instruction Checklist
- Feedback Model Checklist
- Coaching Plan
- Documentation Log
- Hiring/Interview Worksheet
- Analyze Your People
- Promotion Potential
- Counseling Plan
- Counseling Plan Scorecard
- Discipline Process

Note: Not all tools used in all classes

BOTTOM-LINE LEADERSHIP

3 LEVEL LEADERSHIP CURRICULUM

LEADING PEOPLE AND TEAMS IN A SCORECARD WORLD

Leaders today, at every level and industry, must master and integrate soft skills plus financial basics with hard performance metrics they're judged by, to successfully lead people and teams in a globally competitive, cost conscious, scorecard world.

They must master 4 roles leaders play simultaneously and communicate clearly with all 4 generations (especially Gen X and Gen Y) to convey targets and desired behaviors without giving offense. They must also motivate and read financial reports to get "more with less"; more productivity and service-quality with fewer staff and costs !

One size no longer fits all. **So PCI has built and proven a 3-course integrated curriculum to grow new leaders from campus to middle management.** Our 3-day 'hands-on' courses at 3 levels include:

LEADER OF LEADERS

FIRST LEVEL MANAGERS

SUPERVISORS & TEAM LEADERS

BOTTOM-LINE LEADERSHIP

