



# pci Bottom-Line Leadership®

PEOPLE

TEAMS

METRICS

SOFT  
SKILLS

STANDARDS

QUALITY

CUSTOMER  
SERVICE

DECISIONS

REPORTS

TOOLS

CONTROL  
COSTS

## Leadership Research

- What is Leadership? Leadership in the Digital World. Leadership in stressful times.
- How many levels of Leadership are there that we need to train and develop?
- What Supervisors/Team Leaders and Managers really do
- The 2 key roles for Supervisors and 4 Key roles for Managers
- Soft Skills for Supervisors and Soft Skills for Managers – the same or different?
- Common Pressure: Getting more done with less, *no matter what happens*.
- Which tools each group needs
- Are you NOW investing or *wasting* – leadership training money



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# THE RESEARCH

## What is Leadership:

Everyone is talking about Leadership but who has a really accurate up to date definition of leadership; especially in this digital age. Leadership is NOT being a “boss”, telling everyone what do or taking credit for team success. Leadership today gets people to work together constructively in teams to use all available tools and integrate people and technology to meet, or exceed, company objectives, especially for productivity, customer service, quality and cost control.

## 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. Managers with larger organizations made up of multiple units each, with their own Supervisor, typically have to manage or set a budget many times higher. THESE ARE IMPORTANT JOBS THAT DESERVE SERIOUS ANALYSIS AND ATTENTION.

## “More with Less”

Supervisors and manager both share the same pressure. They are both 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.

## Leadership “Soft” Skills vs. “Interpersonal skills”

Every book, speaker and YouTube video list the same “Soft skills”: Communications, motivation. conflict resolution etc. These are NOT Leadership Skills. These are **inter-personal skills**; needed by **everyone** – at every organizational level – to work successfully in ANY organization; business, medical center, government agency or nonprofit.

## Level Specific

Research found: (1) Soft Leadership skills vary by level – they are not standard. For example, the first level; (a) Team Leaders need coaching counseling and discipline skills (b) managers need behavioral interviewing, performance appraisal and delegation skills, (2) these “soft skills” at each level are built on a base of interpersonal skills; the starting point for all leadership skills and (4) each new higher level “soft skills” forms a base - and will be needed at the next higher level as well – as one climbs the Leadership Ladder. The basis for understanding which soft skills are needed at each level comes from analyzing what each level does. Let’s Start with Supervisors and Team Leaders.

## 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 with role playing
- Digital Videos "Behavioral Modeling" (Scenario Online)
- E-Learning (On-Demand)

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

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

**Our own survey found ... 10 out of 12 video-based customers said NO! NOW... A major digital video vendor reported 83% of graduates do NOT use skills or tools back on the job.**

### When Asked –

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

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

### Too busy doing what?

Graduates reported they are too busy to do "soft" skills because they are pushed daily by their managers to do more with less to increase these 'hard' performance metrics to get more productivity with the same or less staff; more service-quality at lower cost. That is what their Managers judge them on daily – and base salary increases and promotions on.

### THE MISSING LINK:

Unless and until you provide leadership training that links soft skills to increasing those critical hard performance metrics your trainees will continue to decline to use them ON THE JOB.

### Training Millennials and Newer Generations:

Talent Management and Development professionals with 20 + years of experience are baffled by how best to train the largest group of upcoming managers - first and second level managers. Now 51% of all managerial positions worldwide. These are increasingly staffed by Millennials. Senior HR offices despite spending millions (on all the wrong skill training) complain "nothing is working" and worry how to get through to Millennials. WHAT DO MILLENNIALS LIKE TO DO BEST? *PLAY ONLINE GAMES.*

# THE 4 ROLES

In addition, our research shows Supervisors are asked to play the first 2 (of the 4) roles simultaneously on the job. **Today's first-level managers are being asked to play all 4 roles simultaneously.** These roles and competencies are:



## 1. Productivity Manager (to get more done with less)

- Plan and schedule work
- Manage performance
- Achieve more productivity with less staff hours
- Diagnose and define problems
- Coach and give performance feedback



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

- Communicate clearly with the 4 generations in today's global workforce
- Manage for productivity and morale simultaneously
- Quality and service leader
- People manager (one-on-one)
- Build and lead teams
- Performance management
- Training and skill building



## 3. Human Resources/Legal Policy Administrator

(diversity and inclusion, sexual 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 set 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 assigned work and correct

### Manage Performance

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

### Increase Productivity

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

### Coach and Give Performance Feedback

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

## 2. PEOPLE/TEAM LEADER



### Competencies and Skill Sets

#### Achieve: “More With Less”

- Workflow 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
- Integrate digital technology with people

#### 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

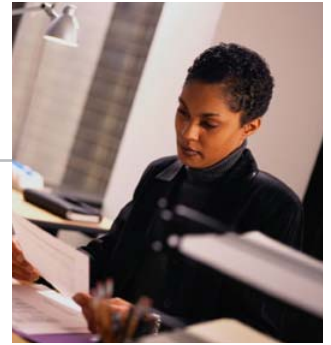
#### People Manager: (One-on-One Counselor)

- 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 stressful times
- Develop your team and yourself

# 3. HUMAN RESOURCES/LEGAL POLICY ADMINISTRATOR



## Competencies and Skill Sets

### Policies:

- Analyze latest compensation and job classification
- Labor relations and discipline in union / non-union settings
- Overtime
- Company personnel policies

### Legal Issues\*:

- 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
- Control Headcount: Balance full-time vs. part-time vs. overtime
- Apply powers - positive and negative - to get work done right, first time

### Decision Making and Problem Solving:

- Make good "trade-off" business decisions, be more decisive
- 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 and analyze basic cost reports
- Track and control costs vs. budget
- Control overtime, lateness, absences, and turnover
- Help set budget and implement cost reduction



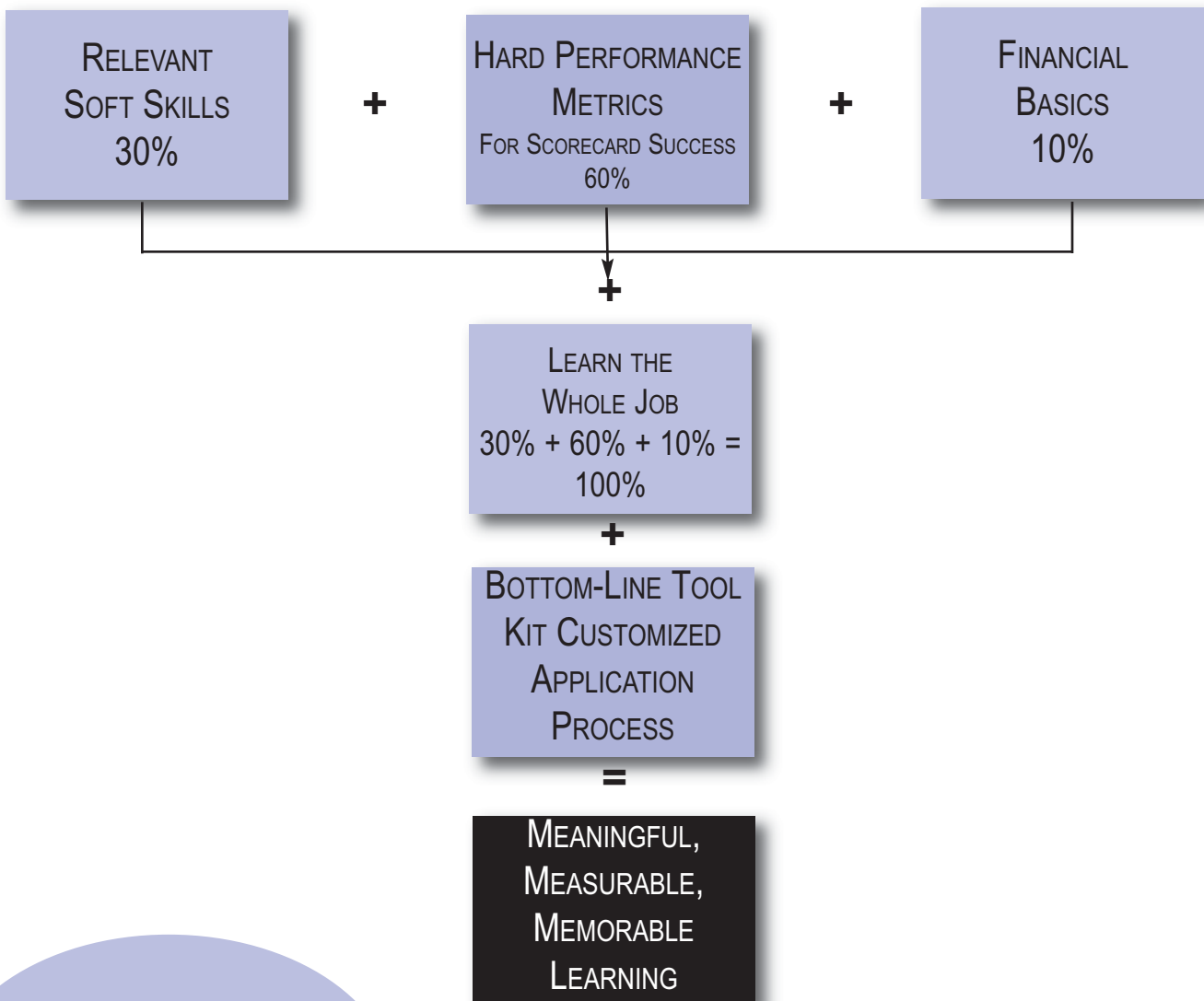
# BREAKTHROUGH

## FIRST TIME EVER...

At each level, identify relevant key soft skills:

Supervisors & Team Leaders – Coaching, Counseling, Discipline

Managers – Interviewing, Performance Appraisal, Delegation



### Breakthrough ---

Learn soft skills, practice each with feedback and scored results. Learn and apply hard tools and metrics with 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 learn to do the **whole** job well.

## 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 DIGITAL METRIC WORLD

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

They must master the 2 - 4 roles leaders play simultaneously and communicate clearly with all 4 generations (especially Millennials and newer generations) to convey targets and desired behaviors without adverse morale impact. 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. **Only, PCI has built and proven a 3-course integrated curriculum to grow new leaders from campus to middle management.** Our digital game and team-based courses at 3 levels include:

LEADER OF LEADERS

MANAGERS

SUPERVISORS & TEAM LEADERS

## INTRODUCING PCI'S MULTI-LEVEL GAME AND TEAM-BASED LEADERSHIP CURRICULUM

**SUPERVISORS and TEAM LEADERS (BOTTOM-LINE LEADERSHIP®):** Instead of sleepy laptop lectures or e-learning, PCI Global trains first level Leaders with a **digital game** that models diverse **simulated people ONLINE**. These simulated people vary by experience, skills, potential cost, and performance; from the 4 generations in today's global work force. They learn and practice *with feedback* and scores - *level appropriate* "soft" skills (Communications, Coaching, Discipline). Only here soft skills are *integrated* with "hard" management metrics: **productivity, customer service quality, and cost control**, to make meaningful improvements in performance back on the job.

**MANAGERS (BOTTOM-LINE MANAGEMENT®):** Same game and team-based learning for Managers with higher level "soft" skills (Interviewing, Performance Appraisal, Termination). Adds HR and legal issues: drugs, discrimination, sexual harassment complaints, Unions, headcount, hiring, OT, and termination. Manager's Game adds **budget**; teaches practical cost cutting with updated weekly financial reports on each decisions impact on productivity, service quality, and costs. *No one else has this.*

**TEAM-BASED LEARNING:** Instead of struggling to learn alone, Leaders learn and work in **(virtual) teams** of 3-4. Each team accesses a copy of the game (anywhere in the world), *which has no pre-determined right or wrong answers*. MAKE DECISIONS, as in real life, to coach, counsel, train, give overtime, hire temps, and discipline their simulated people in (Non) Union environment. Even convey unique generation specific messages to *each individual* to improve BOTH productivity AND morale (simulated in game) *simultaneously*.

CLICK **1 week passes in 2 minutes**. SEE INSTANTLY on screen what worked, what failed. Discard fails and retain what worked to apply on real job. Teams rejoin whole class to report and share *different* strategies and decisions with *very different results*, multiplying learning. Winners gloat, everyone learns and has fun. **Compress 4 months of Leadership experience into 24 FUN game-based hours!**

**NOW GUARANTEE LIVE CLASS DELIVERY ON-SITE or ONLINE, EQUALLY WELL**

**NOW DELIVERED ONLINE** in **full remote** (everyone home or their office) **equally well** as on-site. After instruction and orientation to simulation, students break out into virtual teams. Make decisions, as in a classroom, to lead people and build teams to improve productivity, service quality, cost control, *and morale*. With **immediate feedback on results on shared screens**, *better* than in classrooms. Use client preferred conferencing or ZOOM.

ADDITIONAL BENEFIT: In on-site classes you had instructor and student travel time and costs, in FULL REMOTE classes there are NO travel costs or travel time.

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