

The 3 Things You Need to Do to Improve Your Managers and Teams



CALIPER

The Presenters

Moderator



Patrick Sweeney
President
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Expert

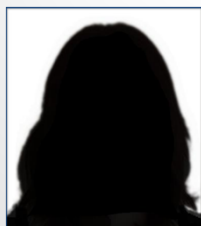


Kim Butler
VP, Organizational Development Services
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Executive Perspectives



Margi Fox
Director of Human Resources Systems
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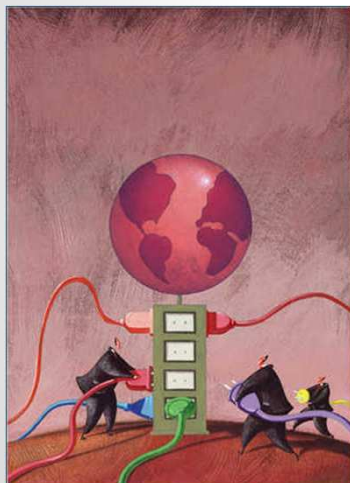
Bree Ranieri
Director of Human Resources
Molson Coors

Discussion Points



- How successful organizations are investing in their managers and teams
- How companies are preparing themselves for future challenges
- How teams and managers can work together most effectively

Economic Recovery



- All companies have gone through difficult changes.
- The current people you have are the ones who have seen you through tough times.
- Current talent should be developed and valued.
- A new business environment has emerged—
Are you ready?

Team Building

Succession Planning

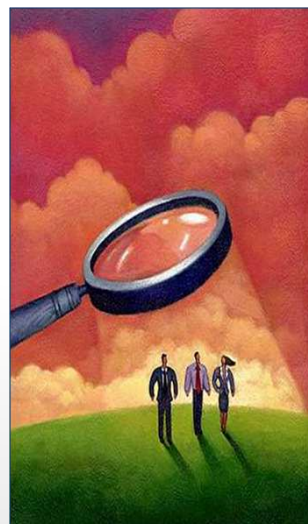
Coaching



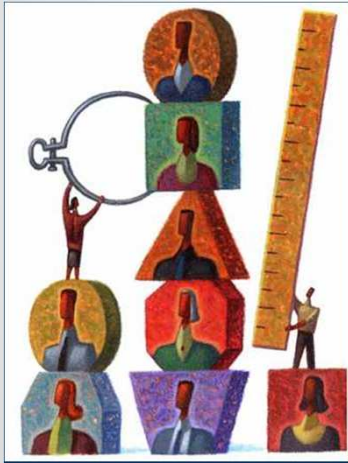
Succession Planning

Succession Planning

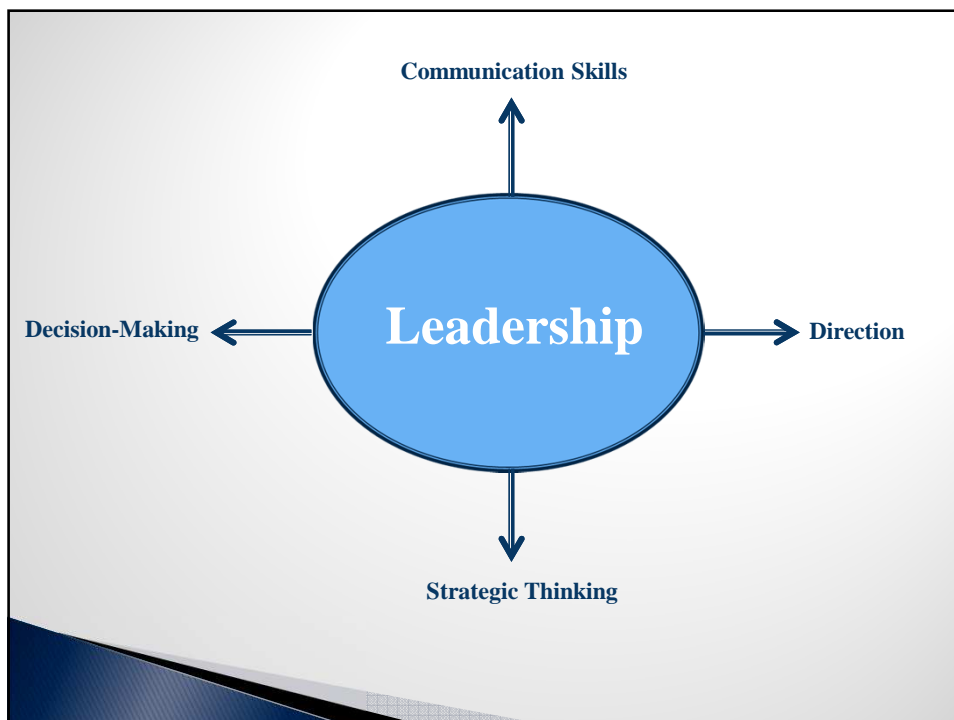
- Succession planning isn't just for retiring executives.
- Having a plan of "who could replace you" is important.
- Completing a talent assessment can put your leadership team in a better position to grow.



Promoting to Management



- Your top producer will not always be your best manager.
- The motivations of a successful manager and a successful individual contributor are very different.
- Being self-aware and knowing your strengths and challenges can help you understand where you would fit.
- Career goals should also be considered.

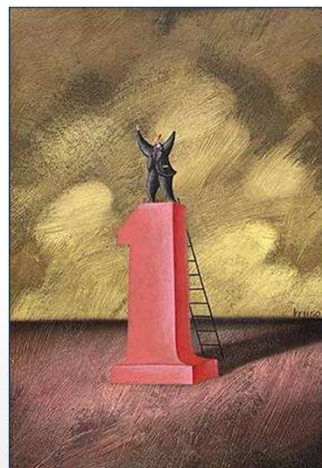




Senior leadership has to be 100% committed to employee development.

The Business Benefit

- Working in a focused, collaborative manner drives results more quickly.
- Clarity equals efficiency.
- Self-awareness enables managers and teams to capitalize on strengths effectively.





Coaching

Coaching for...

...management effectiveness

...individual effectiveness



Three Sixty Assessments

Leadership Feedback		Average Ratee Score*	Manager	Peer	Direct Report	Customer / Other	Self
Overall Leadership Dynamics		6.7	6.0	5.6	5.5	5.9	7.0
Specific Question Results							
1. Assertively presents goals, strategies, vision, and tactics	6.4	7.0	6.7	6.7	7.0	7.0	7.0
2. Persuasively sells ideas, gains support and buy-in	6.7	7.0	6.7	6.7	6.7	7.0	7.0
3. Provides direction, sets standards, and defines expectations	4.3	4.0	4.3	4.7	5.0	7.0	7.0
4. Delegates responsibilities	6.0	6.0	5.7	5.7	5.0	7.0	7.0
5. Negotiates mutually acceptable outcomes	5.7	7.0	5.3	5.0	5.7	7.0	7.0
6. Provides coaching, mentoring, and feedback to develop others	4.8	5.0	5.0	4.3	7.0	7.0	7.0

- Feedback from managers, peers and direct reports.
- Opportunity for coachee to discuss others' perceptions with coach.
- Strengths or challenges for the coachee might be viewed differently by peers and direct reports.

Amcor Limited

- Producer of consumer packaging.
- Employee development is built into Amcor's strategy.
- Management and teams are analyzed in terms of performance.



Business Rationale



Behavior change

Culture change

Individual development

Team development

Coaching is *essential* to getting ahead of the competition.



Coaching = Positive Change

- Effective training and development
- Better business outcomes
- Relationship management
- Leadership development
- Self-awareness
- Time management



Positive Change = Business Results

Transferable Learning

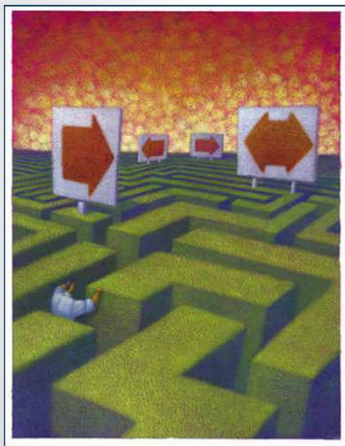


- Self-awareness of strengths that translate into specific behaviors.
- Techniques on how to effectively operate with teams and peers.
- Understanding of different work styles.
- Opportunities to modify behavior to positively influence results.



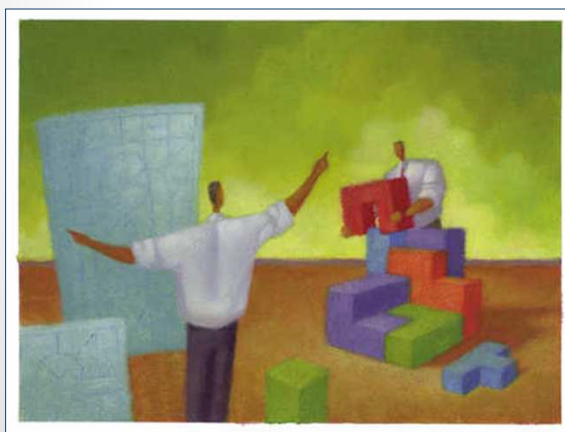
Self-awareness is the key to effective behavior change.

Change means...



- ...stepping outside your comfort zone.
- ...being open to trying new things.
- ...committing to coaching.
- ...discussing progress.

Effective managers can create effective teams.



How to Determine Team Effectiveness

1. Does the manager communicate effectively with his or her team?
2. What does the team look like in terms of strengths and limitations?
3. Is the team aligned with management?
4. How does the manager deal with team conflict?
5. Can the manager build meaningful working relationships?
6. Is the manager aware of his or her team's capabilities?



Corporate Culture



- Embed coaching and development into the company's strategy.
- Create an ongoing development plan.
- Analyze business results regularly to determine the next steps in employee development.
- Hold people accountable for talent development.

Start with a manageable group.

Make sure everyone is committed.

Get management's buy-in.



Time is limited!



- People have added responsibilities but less resources.
- Beginning with the end in mind allows for effective allocation of resources.
- Creating milestones within development programs is important.
- Self-development is more important than ever.
- Measuring results can create further efficiencies in the future.

Who's using coaching?

- Companies committed to developing leaders
- Managers interested in building upon their high-potential employees
- New leaders
- People who want to be *better*

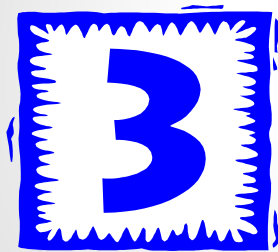


Many new leaders struggle to delegate and let go of previous behaviors.

Development Strategy



- Ensure that your intended message is also the perceived message.
- Assess perceptions as well as strengths and limitations.
- Build action plans around strengths, limitations and perceptions.
- Follow up regularly.



Team Building

Successful Team Building

Trust

Collaboration

Clear expectations

Conflict resolution



Self-Awareness



1. Why does the group need team building?
2. What are the group's goals?
3. What does the group hope to gain?
4. How does each group member contribute?
5. What are each group members' strengths?

Molson Coors

- World's fifth largest brewer
- Went through numerous mergers
- Implemented team building projects

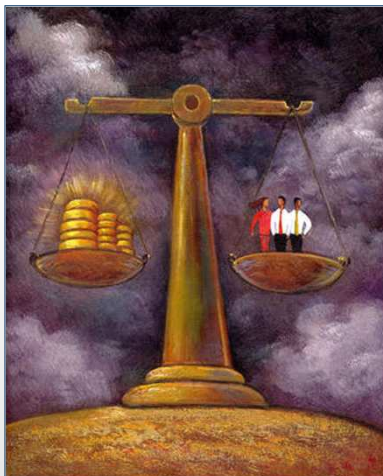


Consolidation



- Merger or acquisition situations pull teams together that typically have different work styles.
- Team building aligns goals and creates efficiencies.
- Aggressive goals call for a streamlined strategy—which can include building an effective team.

**Corporate team building used to be viewed as a “nice to have.”
But in today’s world, it is a “must have.”**



Challenges

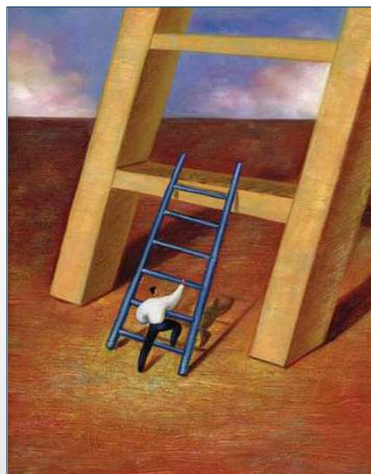
- People come together from different backgrounds and cultures.
- Different methods of working may have worked in the past, but might not be efficient moving forward .
- Different styles of leadership work for different teams.





With newly formed or merged teams, take the best aspects of each and create an effective, combined approach.

Challenge the expected.



Team Assessment

- Team building requires assessing the group and its leaders.
- An in-depth personality assessment can give insights into how the team and its leaders function.
- Assessment results create a team picture for a consultant.



The Process



- Team building engagements include looking at a composite of the group.
- Individual results are also discussed.
- Teams engage in discussions and learn through the process.
- Different viewpoints are flushed out.
- Goals are set individually and as a team.
- Action items are put in place.

What do you want to accomplish
yourself?

What do you want to accomplish
as a team?



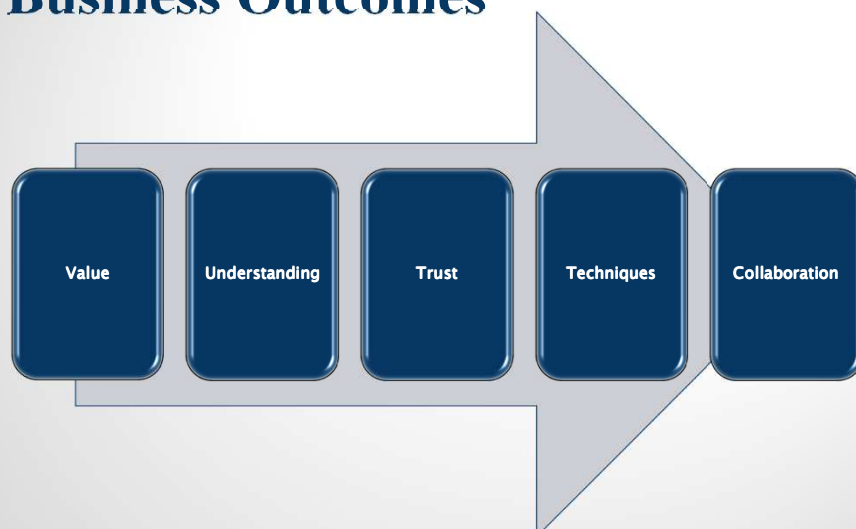
Trust is essential for effective team building engagements.

The Consultant

- Works with the team as a whole and individually with group members.
- Facilitates conversations around assessment results.
- Clarifies team composite.
- Gives unbiased, objective feedback.
- Interprets Profile results.



Business Outcomes



Without team building...



...teams will continue to operate—however, not in the most effective ways.

Don't worry about getting it perfect.

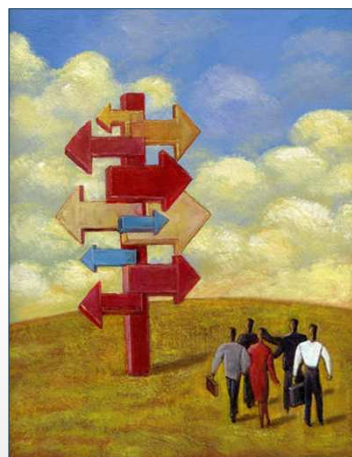
View it as a learning process.

Trust each other.

Have confidence in the process.

How to overcome team challenges

1. Establish trust
2. Be open to learning about others
3. Build relationships
4. Listen
5. Understand your goals
6. Know your strengths as a team



Having open and honest discussions will create successful team building engagements as well as positive change.



The Consultant's Process

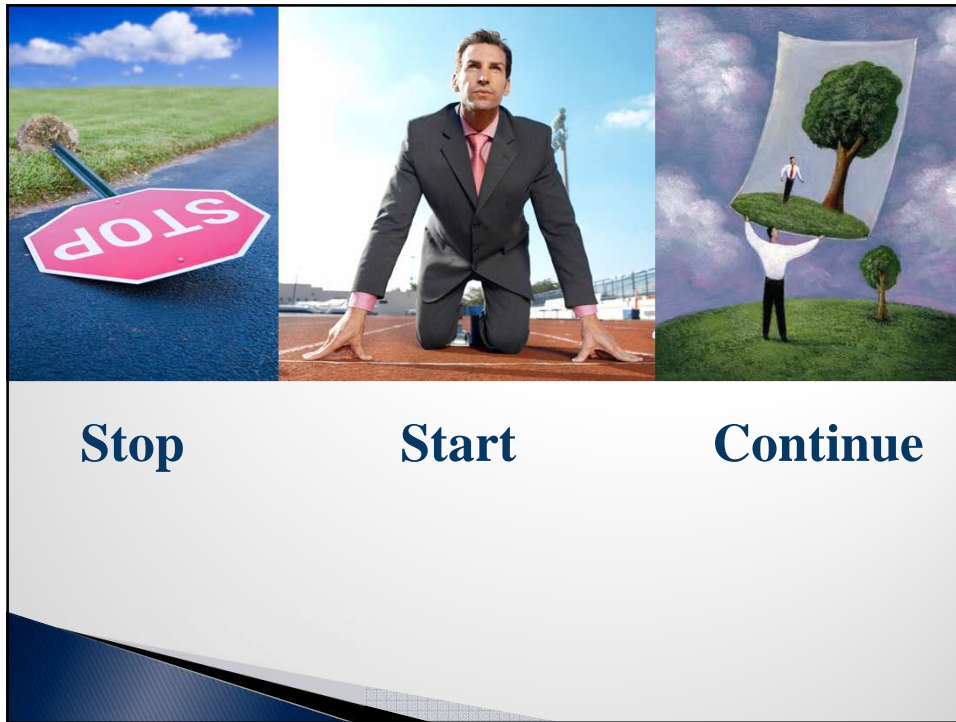


- One-on-one interviews prior to team engagement.
- Collection of common themes.
- Presentation of general feedback.

Managers have to be involved...



...otherwise, team building engagements will not be as effective.



Make the commitment!

- Leadership development and coaching shows that you value employees.
- Investing in your top performers keeps them engaged.
- Development programs keep your company a step ahead of the competition.



Final Thoughts



Thank you for joining us!

**For more information on
improving managers and teams,
visit**

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