Transforming Management:

The Key to Employee Retention & Productivity

Managers Matter

DISCUSSION
3 mins each

Share a **positive experience** about a manager you've had and how they have impacted your productivity

OR

Share a **negative experience** about a manager you've had and how they have impacted your productivity

ELEVATE

Who worked harder, felt more motivated and were more productive **because of your manager?**?

Who left their company **because of their manager?**

The Numbers

Managers account for at least 70% of the variance in employee engagement.

30%

On average highly engaged teams will experience a 30% improvement in turnover.

The cost of replacing an individual employee can conservatively range from one-half to two times the employee's annual salary.

18%

Businesses with highly engaged teams experience an 18% lift in productivity.

A Harvard study found that every 10 percent increase in manager effectiveness yields a 14% increase in productivity.
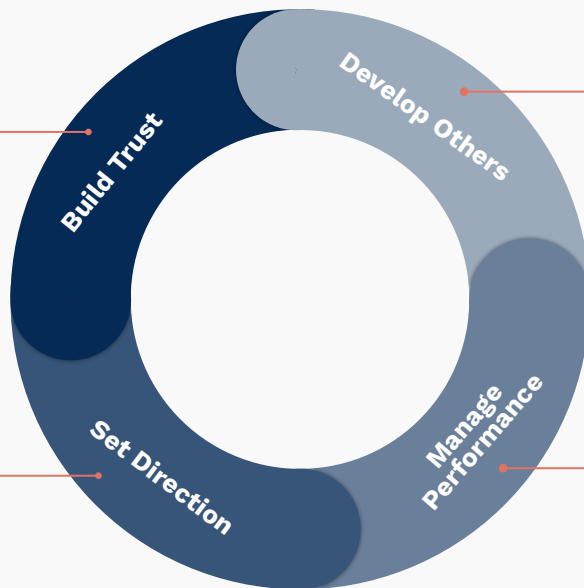
*Gallup - (2015-2020)

How do we develop great managers?

Key Management Skills

Build Trust
- How to Help Others Feel Heard
- Creating an Inclusive Environment
- Creating Psychological Safety
- Running Great 1:1s

Develop Others
- Flexing Your Management Style
- Coaching
- Career Conversations

Set Direction
- Set and Align Team Goals
- Establish Expectations
- Delegate Effectively
- Decision Making

Manage Performance
- Driving Accountability
- Give and Receive Feedback
- Tough Conversations

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▶ **Resume**

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8 MIN
Building Trust as a Team
Trust is the bedrock upon which high performing teams are built. In this class you'll learn how to assess the level of trust you currently have on your team. You'll also come away with some practical things you can do to proactively increase it in a short period of time.

11 MIN
How to Give Feedback
Learn how to give feedback really effectively! In this class you will learn what happens to our brain when we receive feedback, how to be direct and kind, and how to give feedback using Elevate's simple 4-point No-Drama Feedback Model.

8 MIN
How To Delegate Effectively
Are you struggling to let go of projects or tasks that prevent you from focussing on the high impact things? Learn how to delegate those projects in a way that empowers and enables your direct reports to take ownership and see projects through to completion.

10 MIN
How To Coach As A Manager
When you coach, your team feels ownership over their work and more confident in their abilities. Coaching saves you time and energy and increases the quality of your relationships. We'll teach you the GROW model so you can coach your team members.

10 MIN
Running Effective Performance Reviews
We've created this class to relieve that stress during performance review time and help you feel more calm and confident. We'll give you our Preparation Checklist, a simple structure for the conversation and tips to help manage emotions.

ELEVATE ACADEMY

DISCUSSION GUIDE

CLASS: BUILDING TRUST AS A TEAM

Use these questions in team meetings with your direct reports to facilitate a discussion on the topic. Everyone will need to watch the class in advance. As the facilitator you may also need to have a copy of Amy Edmondson's Psychological Safety Survey to show the group, which can be downloaded from the class curriculum on our website. The questions below are by no means an exhaustive list and you don't have to ask every one of these to have a great discussion!

DISCUSSION QUESTIONS

① Self Reflection Questions
- What was your biggest takeaway from the class?
- What's working well with the dynamics on your team?
- What's stopping there being as much team trust as you might like?
- Which of the 6 tips resonated with you the most?
- What's something you'd like to do to increase the trust on your team? How might you do it?

② Team Behavior Questions
- How might we rate ourselves as a team using Edmondson's Psychological Safety Survey?
- What would be a couple of things we could try as a group to increase the level of trust we have?
- What can we do to hold each other accountable?

③ Commitments
- What are your personal action items as a result of this class and discussion? Make sure you write those down.
- How are you going to remember to do them?
- What do we want to do as a team and who's taking responsibility for those actions?

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Manager Enablement Road Map

BASELINE	THE WHY	THE WHAT	ACCOUNTABILITY	SCALABILITY
Establish manager expectations and measure current performance	**Make it matter**	**Make it happen**	**Make it last**	**Take a systems approach**
Baseline Survey Managers self-assess + directs assess performance vs. expectations	Communication from business leaders why they are making this investment, how it will help the business and the participants	Workshops, coaching, Set people up for success and give them what need when they need it	Measure performance vs expectations Post Program Survey Incorporate expeditions into Reviews	Create a common management language that reinforces itself

ELEVATE

How Future's Manager Training Strengthened Performance Management Skills and Improved Client Retention by 6% in 6 Months

35%
Improvement in performance management

6%
Improvement in client retention

9%
Increase in sign-up conversion rates

FUTURE

**Future:** A digital personal training start-up.
Industry: Software
Employees: 200

The Challenge
After promoting standout ICs to managers, Future knew they needed to enhance their basic management skills to improve client retention and sign-up conversions.

The Program

- Identified critical skills gaps through surveys
- Created a tailored **15-week training program** focused on key management skills such as trust, communication, and accountability.
- Ran weekly sessions leveraging the **bite-sized videos and facilitation guides.**
- Made the content relevant to their day-to-day so leaders could **apply the content immediately** driving real-time improvements in performance and communication.
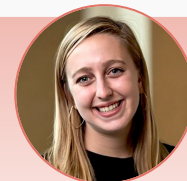
Elyse Wolin
People Operations Lead

"*We saw almost every single topic increase in terms of squad lead (manager) confidence, and overall business metrics improved tremendously.*"

Thank you!

Lindsey Nehls

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