



CLARK SCHAEFER HACKETT
BUSINESS ADVISORS

HR Directors: Don't Lose Your Best Leaders

Frontline leaders supervise 80% of your workforce—are you setting them up for failure?

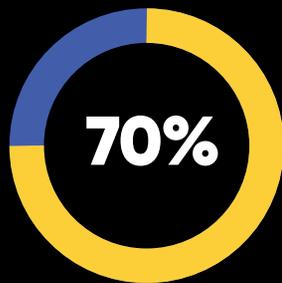
The role these leaders play in your organization is critical to your company's success. In a typical business, frontline managers make up 50-60% of its management team, and they supervise 80% of the organization's employees. Despite the important role these leaders play in helping a business achieve its objectives, few companies invest in the success of their first-time leaders, setting up 60% for failure within the first two years.

Are you inadvertently encouraging your leaders to quit?

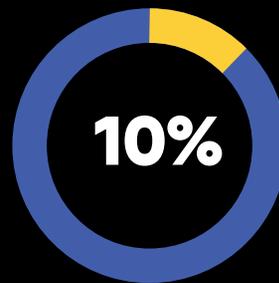
1) Overlooking the fact that many new frontline leaders have a hard time with the transition

Typical frontline leaders get promoted to their leadership role because they're good at the job they do, but that job may not include leading people. Unfortunately, many first-time managers struggle with making the adjustment from being a friend or peer in the office or shop floor to suddenly becoming a manager or supervisor. If a struggling new leader doesn't get the support they need in terms of training and coaching, they could be frustrated enough to give up.

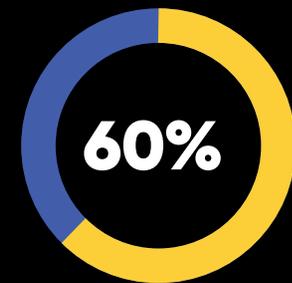
Consider the following statistics:



Of frontline managers said they were not expecting the promotion to a leadership position.



Only 10% of frontline leaders feel they were well prepared when they took on the leadership role.



60% of frontline managers received no training in their first leadership position.

2) Offering training programs that don't result in sustainable change

Most training and development programs focused on frontline leaders are academic in nature. While 98% of senior leaders say employee training is a worthwhile investment, only 12% of employees say they were able to apply the new skills learned from leadership and development training to their jobs.

What gets in the way? Many leaders are inundated with leadership lessons in two days of training, and then left to their own devices when it comes to implementing and sustaining the changes learned—especially while dealing with a new role and managing people. In this scenario, the typical training gets pushed right to the back burner.

3) Giving new leaders sufficient training, but no coaching

So, what's the difference between training and coaching? Training is a very useful way to transfer knowledge about a company, processes the new leader will follow, or for general HR guidelines that managers need to know.

Coaching is what sets up leaders for success. Coaching is not necessarily done in the classroom; the best coaches are able to work 1:1 with new leaders in their actual job environment. Not only does this increase the training time for new leaders, but it also allows them more time to implement new skills and adapt their way of working.

Training

- Focuses on the transfer of knowledge
 - Enhances knowledge and skills
 - Structured, not customized
 - Unstructured; customized to the individual learner
 - Formal setting
 - Informal, conversational
 - Instructor is focused on telling
 - Coach is focused on asking
 - Learning focused
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Coaching

- Enhances knowledge and skills
- Usually conducted one on one
- Unstructured; customized to the individual learner
- Informal, conversational
- Coach is focused on asking
- Development focused

Prevent talent loss by equipping your frontline leaders with the skillsets they need

Companies cannot remain passive about developing their frontline leaders – there's too much at stake. According to Gallup, 70% of the variance in team engagement across business units is explained by the quality of the manager. Why is employee engagement so critical? Because those companies with high employee engagement are 21% more profitable and have 38% lower absenteeism, while companies with low employee engagement struggle with high employee turnover, low productivity, poor decision making and unhappy customers.

Make learning and development more effective and increase leader retention

Learning and development programs should be less theoretical and focus more on real work-related needs and problems. It needs to be practical and taught in a way that can be applied to the individual learner. The programs that make the biggest impact are those that combine classroom-based training with in-person coaching – either in the office or on the shop floor.

Research shows that, on average, 50% of the information received during a presentation is forgotten within 1 hour; 70% is lost within 24 hours, and 90% is lost within 1 week. Can you afford that type of wasted effort? This is why coaching is so critical to the learning and development process – it reinforces, supports and validates what was learned in the classroom.



Retain your key leaders by investing in their development

Frontline Leadership Certification and the 90-Day Challenge

At Clark Schaefer Hackett, our operations experts have worked alongside excellent frontline leaders at hundreds of top-performing manufacturers for over 20 years. Based on this work, we designed a fully integrated training program for frontline leaders that drives measurable results and ignites a positive culture of continuous improvement. The program combines two days of classroom training structured around the nine leadership competencies that are essential to the success of your leaders. This classroom training is followed up with our 90-Day Challenge, where our coaches work with your frontline leaders weekly to ensure the leadership competencies are clearly demonstrated and documented.



Contact us today for more information about our Frontline Leader Certification program. We'll develop a plan to help your frontline leaders gain the skills they need to transform your organization.

Lets Chat