

Invest in First-Line Managers

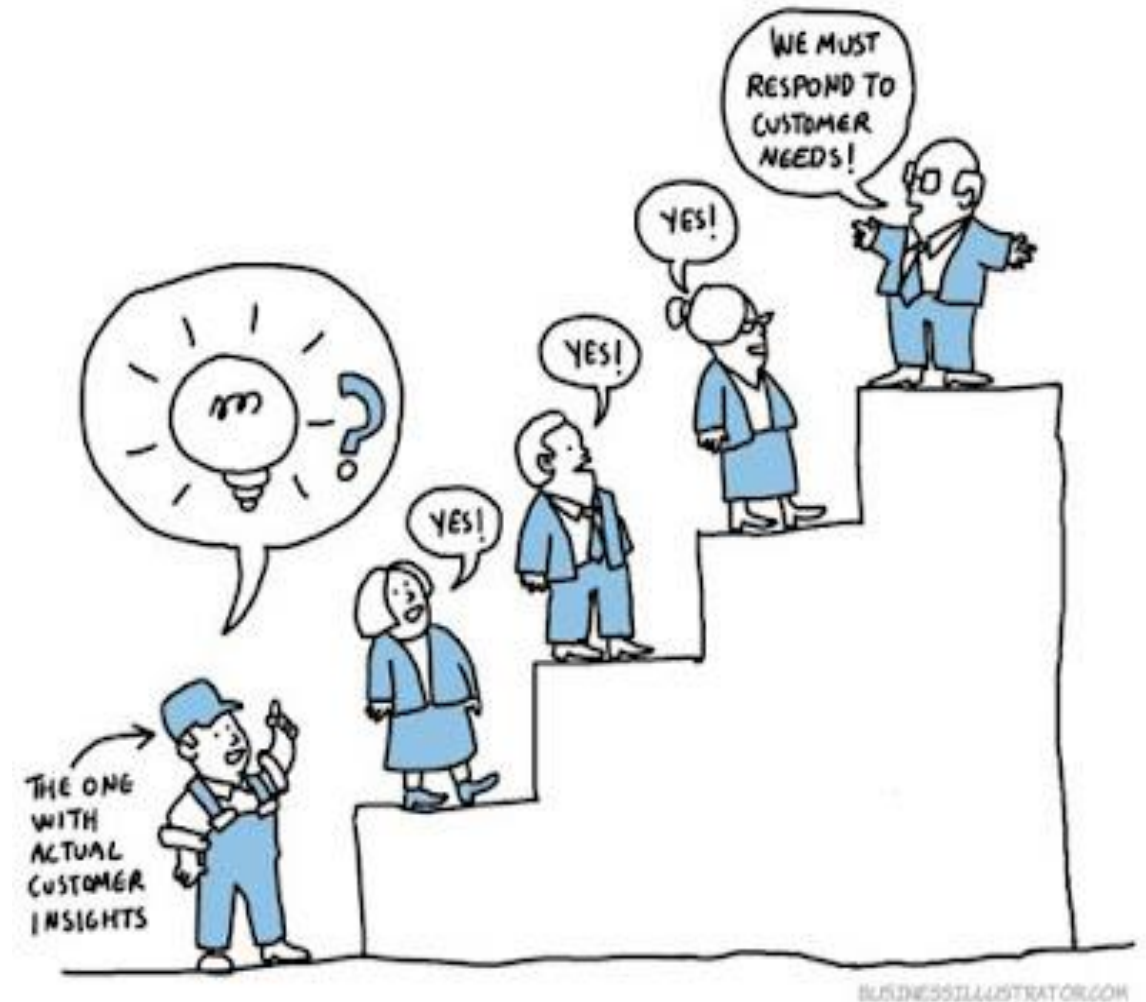
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Introduction

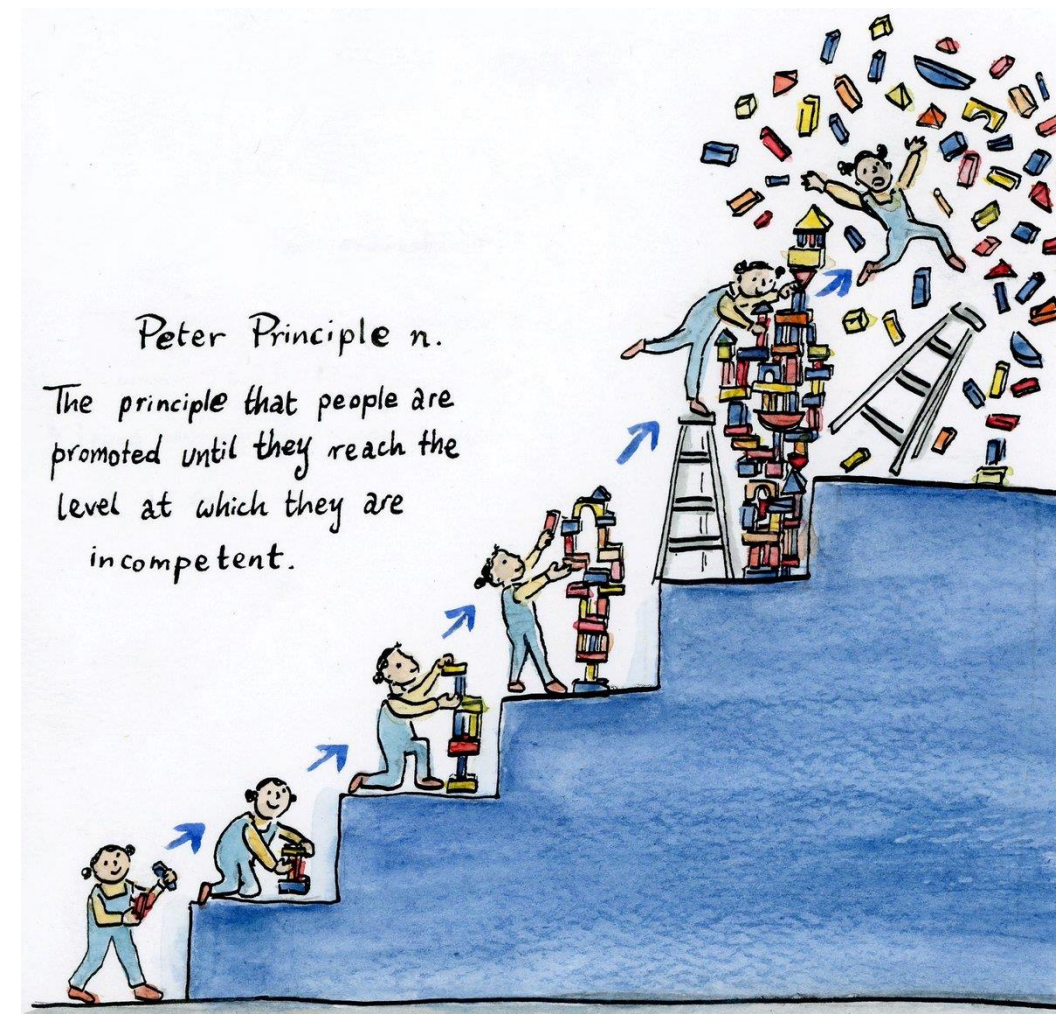
First line managers are bridges that hold heavy traffic while ensuring organizations carry out their goals on a day-to-day basis. Investing in first line managers and developing them for leadership roles can help achieve the organizations maximum return on their investment.



Peter's Principle

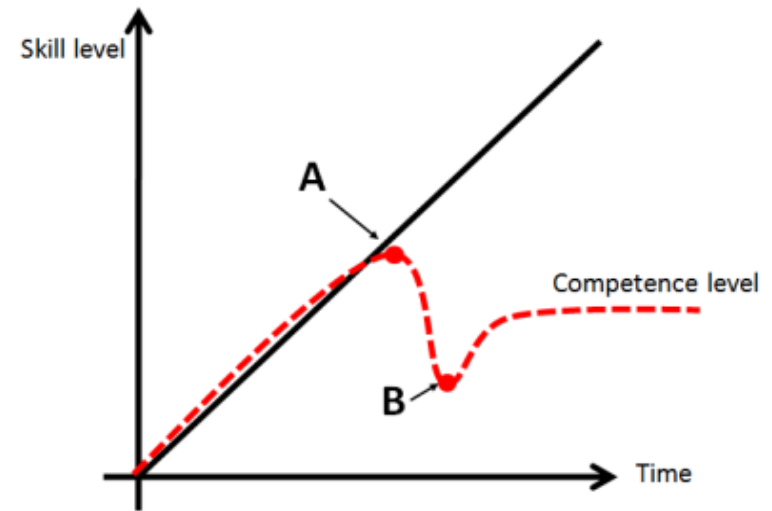
What is Peter's Principle?

The Peter Principle, introduced by Canadian educator and "hierarchiologist" Laurence Johnston Peter, states that people in a hierarchy tend to rise to "a level of respective incompetence."



Peter's Principle

The skills required to cater to the needs of growing job responsibilities declines at A and if coupled with de-motivation and pressure to perform it dips to B.



How to overcome Peter's Principle

Recovery is possible!

If organizations 'invest' more time and resources, they can surely cultivate an environment of constant learning and leadership mindset.

Organizations should work closely with these talented but de-motivated employees to realign job and ambition expectations. A close alliance can manage to raise motivation and match competence with skills.



Train and Develop



- Targeted training programs
- Experiential learning with business vision
- Enablement, Not Spoon-feeding
- Executive Shadowing

Enable, Don't Coddle



Resource Marshal

Facilitate some coaching and counseling around resources available to new managers. Resources can be – human or non-human. Tools and strategies they have at their disposal.

Organizations should invest in developing their in-house training materials while incorporating learnings from industry level trends.



Running Operations

Empower by sharing the bigger picture, so new managers can strategically assess high priority or low payout projects and zoom in on operating necessities. Encourage participation in strategic decision making.

Move from organizational separation to collaborative engagement. Senior leadership can provide conceptual knowledge while mid-level and first-level leadership can bring in inputs on operational acceptance of new initiatives.



Developing Star Team

Train managers to create SMART goals to complete a project or improve performance. Learning to set goals for the team that contribute to broader company goals can help them feel more invested in the company's objectives.

Have some templates readily available for the new managers. Setting goals for their team gives them the opportunity to display and develop their people skills.

Executive Shadowing and Early Involvement

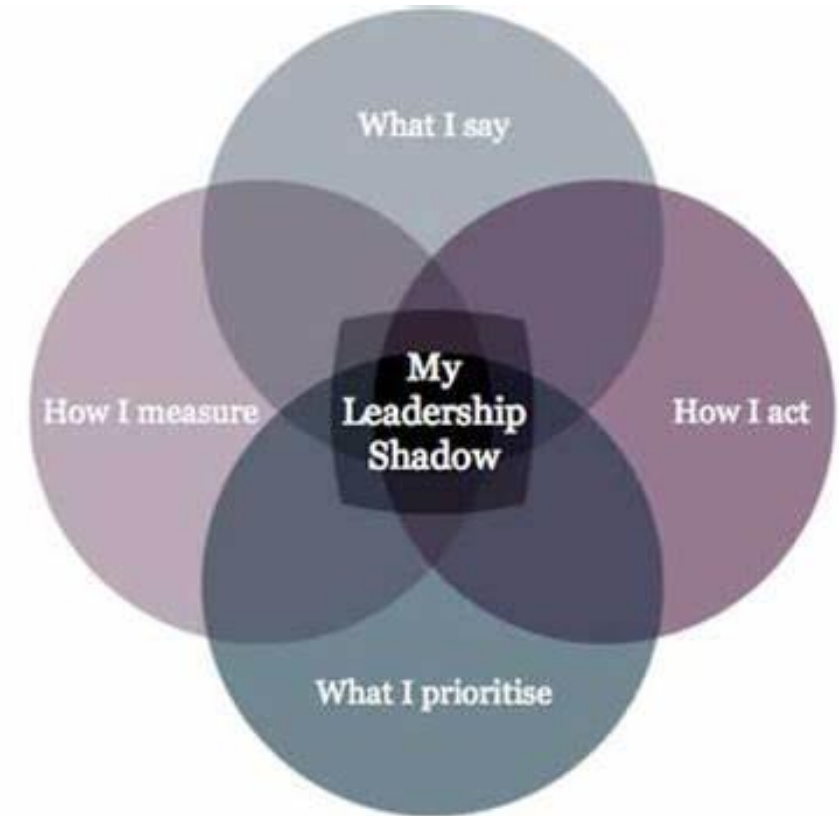


Accelerate the development of first line managers by allocating them to shadow the leader. Executive shadowing provides a Bird eye perspective to budding leaders and provide them to think strategically while defining solutions to a problem.

Company can leverage the aspirations and curate programs to align them with the executives with similar interests and skills.

Early Involvement of first line managers in critical decision making will provide alignment and reduce further conflicts and blind spot.

Early involvement also provide an avenue to build trust and gain respect from first line manager.



Engagement Index

Engagement index is defined as measure of engagement levels relative to employees and their day-to-day jobs. The index is calculated based on survey questions that assess factors such as the effort and enthusiasm employees put into their daily activities while aligning with organizational success.

Access to early engagement index can help fill potential gaps and identifying possible solutions.



Appraise and Recognize



Monetary reward or word of recognition, are traditional yet time tested tools to motivate and boost an employee's performance.

Timely recognition will help keep employee stay connected to organization objectives and reduce attrition.

A personal note recognizing their efforts goes long way to connect and give them a sense of respect and value in an organization.

Track Performance

Timely feedback and performance reviews help new managers to get a better understanding of how their position contributes to company goals and helps them feel more invested in the success of the organization.

Year end reviews supplemented with regular touch points through periodic 1:1, skip level meetings, 360 assessments and sharing candid feedback are various tools to effectively track employee performance.

On the other hand, the first-line managers should be trained to shift their focus to helping their team succeed, which, in turn, helps them succeed. The manager's performance is tied with team's performance.



Expand Opportunities

Organizations need to identify and provide opportunities to the high performers as part of their continuous growth.

Understanding the early signs of boredom and dissatisfaction with these high performers will prepare organization with prescient knowledge.

Organizations must focus on encouraging and enabling employees by sharing opportunities at industry level e.g., chairing a committee or taking a lateral move or accepting a governance-oriented volunteer role on a not-for-profit board are few examples.

Promoting or rotating to lateral move can provide employee a chance to expand their skills and network with a new circle of employees and customers.



Conclusion

The concept listed in paper and presentation are few of the ideas, and organization should curate these tools to better suit their organization culture and environments. The intent should be to invest in solutions that cover leadership basics for these budding leaders to help them overcome their challenges and perform their best without getting overwhelmed.



Thank you

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