

# Best Practices White Paper



Insights to help move  
the performance needle

**Assess Needs**

**Grow Revenue**

**Satisfy Customers**

**Create Leaders**

**Manage People**

**Optimize Projects**

**Measure Results**



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## Are 2 in 5 Managers at Your Company Bad Bosses?

Why should you care?

by Russ Silva, Executive Vice President, Enterprise Solutions

**2007** began with a flurry of articles about bad bosses that were based on a recent Florida State University School of Business study. The authors intended to test the premise: “employees don’t leave their job or company, they leave their boss.”

The authors concluded that “bad bosses” are more prevalent than thought.

Nearly 40% of respondents said their bosses didn’t keep their word and failed to give credit when due. Nearly 25% said bosses talk poorly about them behind their back, invade their privacy, and give them the “silent treatment.”

While alarming enough to grab newsworthy media space, these findings are not totally surprising when viewed in the context of our own experience working with thousands of managers or another 2006 survey in which 50% of executives interviewed, sited new managers and mid level managers as having the most significant skill gaps.

Yet, business leaders should be very concerned when potentially 25-40% of their workers don’t trust the person to whom they report, feel under-valued, or alienated. Whether it’s a bad boss or an ineffective boss, the result is that employees will be at least one of the following:

1. Unengaged
2. Actively disengaged
3. Leaving the company.

Savvy leaders understand that to accomplish their business goals, they need a work force that is fully engaged and committed to the success of their organization. Why that may sound like consultant-speak, here’s some practical data.

### What’s the impact of 10% more engaged employee?

Case studies show that engaged workers are:

- ▶ 25% more productive than un-engaged.
- ▶ 3 times more confident in their ability to positively impact quality, customer service, and cost.

In addition, a recent management journal reported that only 29% of US employees are actively engaged in their work. The remaining 71% are, in various degrees, going through the motions. In our recent retention survey, 52% of employees said that the chance of leaving their job voluntarily during the next 12 months was moderately high to almost certain. **Do the math. This is both a tremendous untapped performance reserve that most companies aren’t taking advantage of and a real attrition risk just as the work force is getting tighter and competition stiffer.**

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## Tapping Latent Performance

While there are key organizational, systemic, and cultural factors that impact employee engagement, the preponderance of empirical data is clear that factors controlled by an employee's manager have the greatest impact. Given this, the first step to increasing employee engagement for many companies begins with focusing on individual manager practices.

LSA's approach to increasing employee engagement and retention centers on 6 factors, substantiated through in-depth research and on going data collection, that account for higher levels of employee engagement and retention:

1. **Recruiting & Hiring:** Employee is a good company fit and understood job expectations when hired.
2. **Achievement:** Managers take responsibility for employee success: use employee strengths & provide needed resources.
3. **Learning & Professional Growth:** Proactive employee development addressing both intrinsic motivators and business needs.
4. **Recognition:** Manager and company recognition of employee's contribution and value.
5. **Career Development:** Proactively promoting and guiding employees' careers steps.
6. **Collaboration:** Employee's coworkers are collaborative and contribute equally to group performance.

These factors have been translated into actionable management practices for managers to use and a corresponding online assessment that provides managers feedback on their key strengths and weakness in applying these best practices.

In our highly networked society, departing employees do not want to burn bridges. It is not uncommon for managers to be unaware that their behaviors were the key contribution to an employee's departure. Accordingly, managers need to be educated about the role they play and the impact their behaviors have on engaging and retaining employees.

## Conclusion

Typically, companies begin the process by having managers' direct reports provide feedback that allows him/her to see where their behavior contributes to low or high levels of engagement or turnover.

Managers then attend an action-learning workshop where they:

1. Review and learn a best practice model for employee engagement/retention.
2. Analyze anonymous direct assessment feedback.
3. Learn to use tools and create focused engagement/retention strategies for their departments, teams, and direct reports.

After the workshop, managers are provided with additional development focused on effectively communicating and coaching employees. These are critical skills needed to build a strong, mutually beneficial working relationship.

The engagement/retention assessment is then used to annually track progress and ensure that practices are effectively applied and producing identified results.

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## We help make companies more competitive through people.

Founded in 1995 on the principle that training "by itself" will not drive tangible change or business results, we work with a select group of clients to get the most out of their people. Every training and consulting solution we provide increases revenue, decreases costs, or raises productivity.

### Who we work with

Our clients are typically mid-market business leaders who believe that investing in people is vital to their success. The majority come from the high-tech, life-sciences, and service industries and often lack the internal resources or expertise to get the job done. They want more than what traditional training and consulting approaches can deliver.

### What we do

We get results. Our one-stop-shop offerings range from creating a high performance culture, to outsourcing the training function, to designing and delivering targeted learning solutions. We excel in seven key practice areas: assessment, sales, loyalty, leadership, management, project management, and measurement.

### How we do it

We partner with our clients in a way that makes sense for their unique situation. First we identify the key metrics they want to improve. Then we assemble a dedicated team of experts who have successfully solved similar problems with similar clients. Our expertise and flexibility allow us to move the performance needle faster and farther than anyone else in our industry.

### Our Guarantee

We are fiercely devoted to the success of our clients and guarantee results.



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## Our clients tell us that we are different.

Our clients tell us that we save them both time and money. Our clients tell us that they appreciate access to certified best-in-class experts who help them to move the needle.

### Our sales clients

confirm that they have grown sales by 40%, increased units sold by 42%, increased average pricing by 12%, and closed over 50% of their pipeline.

### Our customer loyalty clients

confirm that their customer revenue per household increased by 18%, repeat calls decreased by 48.4%, single contact resolution increased by 6.1% and their overall customer satisfaction increased by 10%.

### Our leadership and management clients

decrease their costs by up to 50%, increase speed-to-productivity by 60%, accelerate promotions by 20%, decrease unwanted attrition by up to 40%, and report an additional \$13m to their bottom-line.


### Our project management clients

inform us that, by regularly completing projects that meet or exceed expectations, they have become an anomaly in the world where most projects disappoint or fail.

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98.2% recommend LSA

98% solution satisfaction

129% knowledge gain

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45+ Client Case Studies

100+ Client Testimonials

Top 10% Certified Experts