

Having trouble viewing this email? [Click here](#)



[Home](#) | [Search](#) | [Contacts](#)

[Forward this newsletter](#)

[Training Solutions](#)

[Training Services](#)

[Training Tools](#)

[Case Studies](#)

[About Us](#)

Supplement to Entelechy's Newsletters

March 14, 2010

Dear Subscriber,

From time to time, we provide you, subscribers of Entelechy's newsletters *The Key* and *Coaching for Talent Development and Employee Engagement*, with a short newsworthy blast. We thought you'd benefit from this quick news bite!

Terry Traut, Entelechy's president and news bite editor



Bersin & Associates, a leading training research organization, published their report *Enterprise Learning and Talent Management 2010: Predictions for the Coming Year Trends* several months ago to help trainers plan and budget for the new year. Now that we're well underway, it's time to reflect on our training strategies and investments.

One of the 12 trends cited in the report (and reprinted with their permission) is the criticality of developing front-line management:

High-Impact Leadership Development Programs Will Focus on First-Line Management

Companies rate their first-line supervisors as "less capable" than their entry-level employees. In 2010, high-performing organizations will refocus their leadership development toward supervisory and first-line manager positions.

One of the disturbing trends we continue to see is the struggle by organizations to build leadership, coaching and management skills among first-line managers. In fact, our research continues to show that HR leaders rate their first-line managers as their "least ready" workgroup in the company, even less capable than their entry-level employees.*

Companies rate their first-line supervisors as "less capable" than their entry-level employees. In 2010, high-performing organizations will refocus their leadership development toward supervisory and first-line manager positions.

One research member (a major manufacturer of aircraft) told us that, after years of leadership development programs, they still find that supervisors do not honor or understand their roles as managers. I believe this will be true forever. Remember that most supervisors and first-line managers learned how to manage from another manager. If a strong development program is not in place, people are "learning how to lead" by chance.

We must remember that first-line managers typically "run" the operation. They are the ones who engage, align and incent all employees to succeed. In customer-facing roles, first-line managers (e.g., store managers, customer service managers) often leverage millions of dollars of revenue and customer satisfaction.

In 2010, organizations must rethink their leadership development investments - and take the time, money and resources to rebuild first-line management programs. Companies (like Lowes, Kaiser Permanente of California, Children's Hospital of Atlanta and many others) have built new, creative, performance-excellence programs for first-line supervisors, which have completely transformed their workforces.

In the case of one major hospital, its investment in supervisor development transformed its staff from "care-providers" to "talent developers." This program resulted in an 80 percent reduction in turnover and a 35 percent improvement in employee engagement. Another of our clients (a major software vendor) put in place an end-to-end sales manager coaching program. The results were a near doubling of revenue per sales representative and a dramatic reduction in turnover.

In 2010, think seriously about taking your leadership development program and turning it upside down. Focus on first-line leadership and the results will be fantastic.

** For more information, Leadership Development Factbook® 2009: Benchmarks and Analysis of Leadership Development Spending, Staffing and Programs, Bersin & Associates / Kim Lamoureux and Karen O'Leonard, October 2009.*

Reprinted with permission from Bersin & Associates. Copyright © 2009 Bersin & Associates. All rights reserved. WhatWorks® and related names such as Rapid e-Learning: WhatWorks® and The High-Impact Learning Organization® are registered trademarks of Bersin & Associates. No materials from this study can be duplicated, copied, republished, or re-used without written permission from Bersin & Associates. The information and forecasts contained in this report reflect the research and studied opinions of Bersin & Associates analysts. For the complete complimentary 35-page report, please visit: http://marketing.bersin.com/Predictions_2010.html

Entelechy's experiences so far in 2010 have supported this trend: organizations large and small are focusing training efforts where the rubber meets the road - on the front line manager and supervisor. This focus is enabling not only the engagement and reduced turnover referred to in the report, but is also tapping into the innovation and creativity that many companies are looking for as the catalyst for turning their companies around. While leaders may be scanning the horizons for winds of change, front-line managers are turning to their engaged employees for ideas and creativity.



Entelechy can help you create YOUR customized program that addresses the challenges your managers and supervisors face. We've helped hundreds of companies and thousands of managers develop skills that - as highlighted by Bersin & Associates - are critical in today's challenging times.

If you're investing your training dollars, invest them in your managers and supervisors. To ensure that you get the most out of that investment, contact Terry at Entelechy at ttraut@unlockit.com or 603-424-1237. Check out our main website at www.unlockit.com and our coaching website at www.coachyouremployees.com.

Entelechy's free monthly newsletters are for Trainers, Managers, HR Professionals, and Others Responsible for the Performance of Others:

- *Coaching for Talent Development and Employee Engagement*
- *The Key*



[Forward email](#)

✉ **SafeUnsubscribe®**

This email was sent to ttraut@unlockit.com by ttraut@unlockit.com.

Email Marketing by

[Update Profile/Email Address](#) | Instant removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).



Entelechy, Inc. | PO Box 878 | Merrimack | NH | 03054