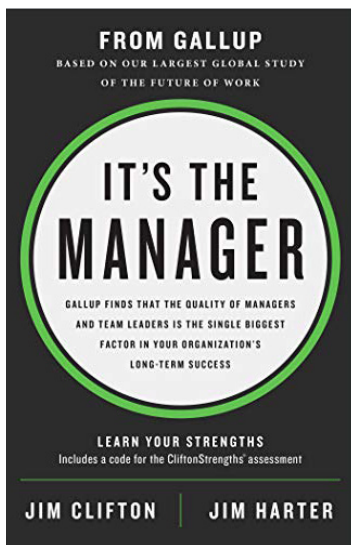


EXECUTIVE BOOK SUMMARIES

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ABOUT THE AUTHORS

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It's the Manager

THE NUTSHELL

Gallup Press 2019

How to Read This Book

This is a reference book for CEOs, CHROs and managers. As you read this book, keep in mind that the quality of your managers and team leaders is the single biggest factor in your organization's success.

INTRODUCTION: The New Will of the World

When team inspiration grows, client build-outs, revenue and quality earnings grow. 70% of the variance in team engagement is determined solely by the manager. When you have great managers who can maximize the potential of every team member, you have delivered on the new global will which is a great job and a great life.

STRATEGY

Millennials and Generation Z want a purpose. They are no longer pursuing job satisfaction—they are pursuing development. They don't want bosses—they want coaches. They don't want annual reviews—they want ongoing conversation. They don't want a manager who fixates on their weaknesses. They want a job that is no longer a job—they want a life. Inspirational messages are important but they'll have no significant impact unless leaders build a strategy to bring multiple teams together and make great decisions.

It's the Manager

CULTURE

Your organization's culture has a direct, measurable impact on performance. Most CEOs and CHROs want a culture that is agile and adaptable to changes happening around the world. They especially want a culture with high collaboration where they can make good decisions and execute them quickly. They want a culture that attracts and retains the biggest stars. What has to happen to change a culture? Identify the purpose and brand. Audit all programs and communication for alignment and consistency. Reposition managers as coaches. Only your best managers can implement the culture you want.

EMPLOYMENT BRAND

With social media and instant communication, your organization's reputation travels much more quickly now than in the past. Companies spend time and money on marketing campaigns to build a loyal customer base, but they often neglect to develop an equally strong employment brand to attract the best applicants. What behaviors do you expect from every employee? Seven expectations are necessary for success in any role. Build relationships. Develop people. Lead change. Inspire others. Think critically. Communicate clearly. Create accountability. Leaders need to be the first to model these demands because their behavior dictates what employees interpret as a real expectation. Everybody should think about how they can use their strengths to meet each of the seven expectations.

BOSS TO COACH

A culture of high employee development is the most productive environment for both your business and your employees. Transform your managers into coaches by teaching them to meet these three requirements: (1) establish expectations (2) continually coach (3) create accountability. Employees whose manager involved them in setting goals were nearly four times more likely to be engaged than other employees. Employees who receive daily feedback from their manager are three times more likely to be engaged than those who receive feedback once a year or less. Performance measurement needs to be paired with individualized development to keep it connected to business goals in the employee's mind. While team size—and other team dynamics such as connectedness to the rest of the organization, composition of the team's strengths, and experience working together—can influence engagement, the most important factor is the quality of the manager or team leader.

THE FUTURE OF WORK

Among the many challenges leaders and managers face today are managing a diverse workforce, remote employees, the rise of artificial intelligence, gig work, and the blurring of work and life. There are millions of things you can measure in an organization, but what leaders want to know is what handful of things really count when it comes to moving the needle. Leaders benefit from big data and analytics when they find breakthroughs and discoveries that help them build high-performance teams and create new customers. The purpose of predictive analytics is superior decision-making. Most leaders don't need more data. They need help maximizing all the data they already have.

IN CLOSING: Human Nature's Role in Business Outcomes

You may have great products, great marketing and advertising, and great traditional economics in general but the most powerful behavioral level to pull is increasing the number of your employees who are engaged. If you give every team member in your company a great manager—a great *coach*—one who cares about their development and growth, you have successfully engineered an organization with unlimited potential.