People Quit Managers, Not Companies

How to Attract, Engage & Retain Your Workforce and Be An Inspiring Leader
Best Bosses

Would I rather be feared or loved? Easy, both.

I want people to be afraid of how much they love me.

—Michael Scott
Attributes of Leadership

- Honest
- Empower
- Believe in Me
- Approachable
- Belief in Me
- Supportive
- Fair
- Committed
- Professional
- Expert
- Visionary
- Strategist
- Self-aware
- Empathetic
- Human
- Authenticity
- Trustworthy
- Honesty
- Integrity
- Character
- Leadership
- Advocate
- Teacher
- Listener
- Visible
- Vulnerable
- Vision
- Involved
- Available
- Consistent
- Confidence
- Skilled
- Strategist
- Problem Solver
How Do You Show Up?

- Roll up your sleeves and collaborate
- Honor the 1:1
- Provide candid feedback consistently, not just at annual performance reviews
- Invest in a path for success:
  - Time
  - Resources
  - Professional Development

“Delegating work works, provided the one delegating works, too.”

— Robert Half, Founder, Robert Half International
People Leave Managers, Not Companies

- Gallup’s 2015 study, “The State of the American Manager” identified the harsh truth:

50% of Americans have left a job to “get away from their manager at some point in their career.”
All Managers Hold Power

“As a middle manager, you are in effect a chief executive of an organization yourself....As a micro CEO, you can improve your own and your group’s performance and productivity, whether or not the rest of the company follows suit.”

— Andy Grove, former CEO & Co-founder of Intel

Read more at GetLighthouse.com/Blog
Manager’s Influence

Influence

- Managers impact your work experience, your career trajectory
- Managers influence what projects you work on and with whom
- Managers hold the key to your promotion and compensation
- Managers should be the one to help you when you are in trouble or celebrate & socialize your wins
- Hire people smarter than you!
Manager’s Impact

Impact

- Managers have the ability to damage **morale**
- Managers impact the **motivation** of the team as a whole and of each team member
- **Productivity** of their teams is based on the manager’s actions, or inaction.

In Gallup’s Study of Managers, they found

*The manager accounts for at least 70% of the variance in employee engagement.*
How to Be a Better Leader

Communication – Communication - Communication

- Clear articulation of **Mission, Vision & Goals** (for your functional area or for the full organization)
- Regular, **consistent 1:1 meetings**
- Provide **feedback** – candid and consistent
- **Radical Candor** – care enough to be forthright
How to Engage Your Employees

Alignment

- Set clear expectations
- SMART goal setting
- Provide feedback

Difference between a **BOSS** and a **LEADER**:

**BOSS** says: **Go**

**LEADER** says: *Let’s go*
ENCOURAGEMENT

- Words of Affirmation
- Handwritten notes
- Show gratitude in the way that would be meaningful to the individual
- Acts of Service
- Challenge Them
- Caring
- Quality Time
- Physical Confirmation – handshakes, high fives, head nodding
- Tie accomplishment to goals
- Allow them to fail
“My dad encouraged us to fail. Growing up, he would ask us what we failed at that week. If we didn't have something, he would be disappointed. It changed my mindset at an early age that failure is not the outcome, failure is not trying. Don't be afraid to fail.”
— Sara Blakely, Founder, Spanx, Inc.

“Life is too short to spend your time avoiding failure.”
— Michael Bloomberg, Founder Bloomberg LP

"Success represents the 1% of your work which results from the 99% that is called failure."
— Soichiro Honda, Founder, Honda
Employees Want Professional Development

**Millennials’ Most Valued Work Benefits =**
1) Training & Development  2) Flexible Hours  3) Cash Bonuses

---

**Which Three Benefits Would You Most Value From an Employer?**

- **Training and Development**: 22%
- **Flexible Working Hours**: 18%
- **Cash Bonuses**: 14%
- **Free Private Healthcare**: 8%
- **Pension Scheme or Other Retirement Funding**: 6%
- **Greater Vacation Allowance**: 6%
- **Financial Assistance with Housing**: 5%
- **Company Car**: 4%
- **Assistance in Clearing Debts Incurred While Studying**: 3%
- **Maternity / Paternity Benefits**: 3%
- **Subsidized Travel Costs**: 2%
- **Free Child Care**: 2%
- **Access to Low Interest Loans / Borrowing Options**: 2%
- **Time Off to do Community / Charity Work**: 1%
- **I’d Prefer No Benefits and Higher Wages**: 4%

Source: "Millennials at Work: Redesigning the Workplace," by PwC, 2015 Global Survey of 4,984 graduates across 15 countries. All respondents were aged 21 or under and had graduated between 2008 and 2011. Millennials are defined as those born between 1980 and 2000. In 2015, they are ages 15-35.
"Before you become a leader, success is all about growing yourself. After you become a leader, success is about growing others."
— Jack Welch, CEO, General Electric

- Coaching
- Article Sharing
- Lunch & Learns
- Mentor Matching
- Webinars
- Conferences
- Context
- Access to observe and learn
What If ...
10 Steps for Great Leadership

As a Leader
1. Accept that You Still Have Much to Learn
2. Create Genuine Relationships With Your Direct Reports
3. Encourage Your Team Members
4. Set Work Priorities & Goals
5. Assign Tasks According to Each Team Member’s Strengths
6. Sharing & Generating Ideas for Quicker Problem Solving
7. Employee Motivation
8. Constantly Improve the Work Process
9. Give Feedback and Recognition
10. Improve Your Leadership Skills – Possess Strategy & Character
"Average leaders raise the bar on themselves; good leaders raise the bar for others; great leaders inspire others to raise their own bar."

— Orrin Woodward, Author