

HELPING MANAGERS ACHIEVE HIGH PERFORMANCE

A talent-based hiring strategy is vital to helping organizations select great managers. But once those individuals are in place, they need ongoing learning and development opportunities to ensure that they can use their talents effectively. Strengths-based development strategies are every bit as important as talent-based hiring strategies.

In a study of 2,564 U.S. managers, Gallup found that only 35% are engaged. When we examine the 12 items that make up Gallup's Q¹² employee engagement survey, we find that the majority of managers do not believe their developmental needs are being met. Only four in 10 managers "strongly agree" with the statement, "This last year, I have had opportunities at work to learn and grow." And just one in three managers strongly agree with the statement, "There is someone at work who encourages my development."

Gallup's findings suggest that organizations are missing the mark on manager development. This oversight flattens their managers' engagement and halts their business performance. A company's performance depends on getting the most out of each individual. If managers are not growing in their roles, then chances are the organization is not growing either.

THE POWER OF A STRENGTHS-BASED CULTURE

Manager development can take various forms. Many organizations follow the conventional wisdom that we must find what is wrong with people and then attempt to "fix" it. But Gallup has found that there is infinite potential in developing what is *right* with people versus fixing what is innately "wrong" with them. Because of this, we focus on helping organizations turn their managers' greatest talents into strengths, which we define as the ability to consistently provide near-perfect performance in a specific task.

Organizations that invest in strengths-based development shift the mindset of their managers, leaders and associates. All employees learn to appreciate and maximize the unique talents that exist within themselves, their coworkers and their teams to drive performance. Gallup researchers have studied human behavior and strengths for decades and have found a compelling connection among strengths, productivity, profitability and engagement. They discovered that:

Employees who receive strengths feedback have turnover rates that are 14.9% lower than those for employees who do not receive feedback.	Employees who learn to use their strengths are 7.8% more productive.	For the employees who agree that their manager focuses on their strengths, active disengagement falls to an astoundingly low 1%.
People who use their strengths every day are six times more likely to be engaged on the job.	Teams that focus on strengths every day have 12.5% greater productivity.	Teams that receive strengths feedback have 8.9% great profitability.

The best opportunity for managers to grow and develop is to identify the ways in which they most naturally think, feel and behave, and then build on those talents to create strengths. Gallup works with organizations worldwide to help all of their managers — and employees — discover their innate talents and apply them productively to achieve performance outcomes. G

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 \textbf{Talent} \\
 \text{(natural capacity} \\
 \text{for excellence)}
 \end{array}
 \times
 \begin{array}{l}
 \textbf{Investment} \\
 \text{(time spent practicing} \\
 \text{and developing} \\
 \text{skills and building a} \\
 \text{knowledge base)}
 \end{array}
 =
 \begin{array}{l}
 \textbf{Strength} \\
 \text{(the ability to} \\
 \text{consistently provide} \\
 \text{near-perfect} \\
 \text{performance)}
 \end{array}$$