



verb

Growing your bench:

TEACHING YOUR FIRST-TIME MANAGERS THE
DOING AND BEING OF LEADERSHIP

Finding employees who are great at their jobs isn't hard. Finding employees who are great at helping others be great at their jobs *is*.

How many times have you promoted a high-performing individual contributor, but when it came to the people management skills needed to be a great leader, they fell short?

The good news? Leadership skills can be taught. The better news? You can teach these skills to your employees before they're in a leadership position, giving your company a pipeline of leadership-ready employees who are not only motivated but also feel fulfilled in the workplace and outside.

What makes a great leader?

Any person who's been in a management position knows being a great leader takes more than just creating budgets or delegating tasks to meet project deadlines.

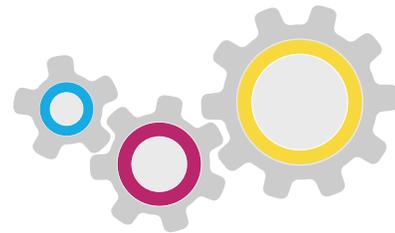
Becoming a great manager means finding the balance of both being and doing, and helping others do the same.



BEING

Involves the personal and emotional skills needed to inspire others, check your own biases and attitudes, and help others achieve. This can include skills like active listening, adjusting your leadership styles to fit the needs of your team, or recognizing and advocating for workplace diversity.

The being part of leadership is how you begin to know yourself and others, so you can then improve yourself and others.



DOING

Encompasses the more traditional professional skills you might encounter in a leadership role like setting budgets, conducting interviews, giving feedback, or using departmental administration tools.

Studies have found that the development of personal employability skills was the number one focus for employee development programs in 2018¹. So why are so many organizations failing in this area of training for first-time managers?

1 LinkedIn Learning. 2018 Workplace Learning Report. <https://learning.linkedin.com/content/dam/me/learning/en-us/pdfs/linkedin-learning-workplace-learning-report-2018.pdf>



The dreaded seminar: traditional leadership training is failing your people

Yes, leadership training has been around for quite some time. It comes in different forms—be it in-person seminars, coaching sessions, or boot camp-style courses that have you drinking information from a fire hose.

THESE SOLUTIONS ALL FALL SHORT IN THE SAME WAYS:

- ▶ They don't focus enough on the personal "core" skills needed to be a great leader.
- ▶ They don't promote a continuous learning culture that encourages upcoming and new leaders to continue growing over time or allow you to easily scale this knowledge to entire teams.
- ▶ They're not created to optimize adult learning outcomes by catering to the ways your employees learn and retain information.

Learners forget 90% of what they learn within 24 hours if the learning is not reinforced in some way². This is the exact reason future and present managers need to foster a habit of continuous learning.

² Praveen Shrestha. Ebbinghaus Forgetting Curve. Psychestudy. Nov. 17, 2017. <https://www.psychestudy.com/cognitive/memory/ebbinghaus-forgetting-curve>

What's the solution?

We've identified the problem: smart but underdeveloped employees who need help in the "soft" skills department. So what's the solution?

1

Continuous learning opportunities

2

Whole person development

3

Internal company mentorship opportunities

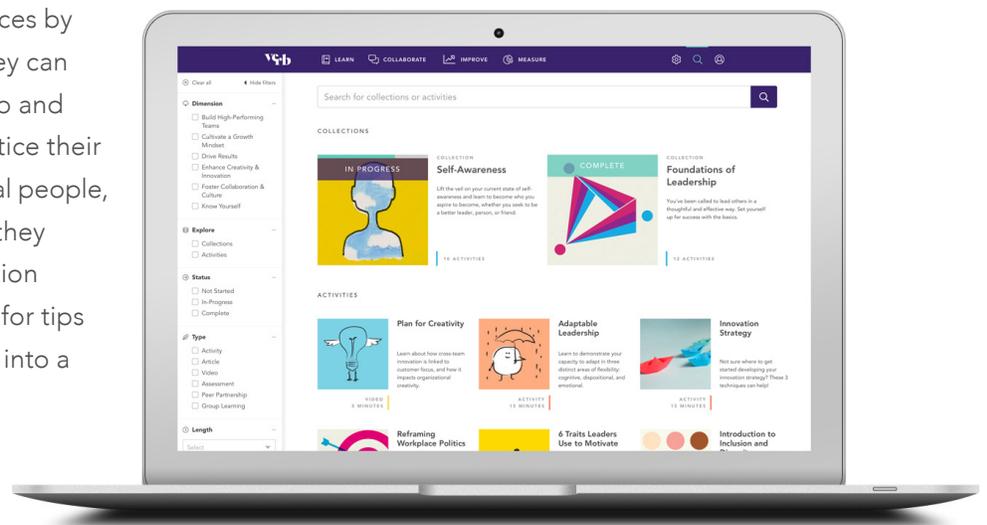
GOAL: CONTINUOUS LEARNING CULTURE

SOLUTION: LEARNING AND DEVELOPMENT PLATFORM

A one-time information download isn't enough. A seminar or day-long course may leave your team excited and inspired for a day or two, but the new skills and mindsets they develop will quickly fade. Creating a culture of continuous learning allows your leaders to intentionally focus on growing on a daily basis.

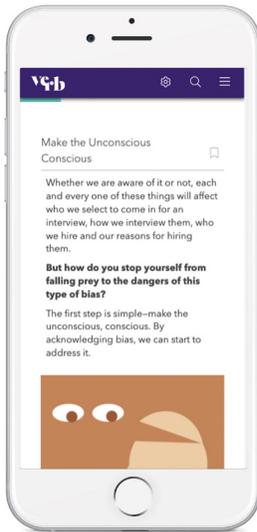
To create a culture of continuous learning, introduce a learning and development platform like Verb that's built to optimize adult learning outcomes. Adults learn best in short bursts of 5-20 minutes with activities that let them practice their new skills during the work day, and they value information they can access quickly to learn about a skill at the moment they need it most.

At Verb, we use these best practices by giving learners short activities they can access any time, any where, group and peer exercises that let them practice their new skills in the real world with real people, and a searchable content library they can use to find skills and information when they need it- like searching for tips on giving feedback before going into a tough conversation.



GOAL: WHOLE PERSON DEVELOPMENT

SOLUTION: WHOLE PERSON CONTENT FOCUS



92% of executives say soft skills are equally important or more important than technical skills training³. That's why whole person development is making a rise in workplace learning and development trends. Whole person development is the idea that we must master both being and doing to be better leaders, employees, and humans.

To grow your employees as whole people, provide them with both personal and professional skills training. Verb's content focuses specifically on this idea of whole person development to help fill the soft skills gap seen in today's employment marketplace. Verb's content library covers skills like how to recognize personal biases, how to inspire teams, and how to communicate and listen effectively in addition to more professional skills like giving feedback or conducting an interview.

GOAL: INTERNAL COMPANY LEADERSHIP

SOLUTION: SCALABLE MENTORSHIP TOOLS

Studies show that mentorship programs create opportunities both on an individual level and an organizational level. Individual participants (both mentor and mentee) see greater career success, including promotions, financial gains, and increased career opportunities⁴. Organizations that make mentorship a priority see higher levels of employee engagement, retention, and knowledge sharing⁵. Mentorships are a great way to give your first-time, or soon to be first-time, managers access to someone who's been there before and can offer guidance as they grow into their new role.



Scalable mentorship programs can be hard to create, which is why Verb's mentorship programs are built to simplify the process for organizations. Once team members are enrolled, Verb's matching experts will pair your employees based on expertise and areas of interest. They'll be provided with a guided mentorship journey equipped with discussion guides, feedback tools, and related course content.

3 LinkedIn Learning. *2018 Workplace Learning Report*. <https://learning.linkedin.com/content/dam/me/learning/en-us/pdfs/linkedin-learning-workplace-learning-report-2018.pdf>

4. Wharton University of Pennsylvania. *Workplace Loyalties Change, but the Value of Mentoring Doesn't*. May 17, 2007. <https://knowledge.wharton.upenn.edu/article/workplace-loyalties-change-but-the-value-of-mentoring-doesnt/>

5. Huffpost. *Four Key Benefits of Workplace Mentoring Initiatives*. Mar. 11, 2017. https://www.huffpost.com/entry/four-key-benefits-of-work_b_9432716?



Create leaders before you need them

Leadership training isn't just for those in management positions. Being a leader doesn't just mean managing people, it encompasses how we behave every day. It's how we embody being and doing even when no one is around. Employees at every level want to feel like more than just a number. Investing in your team's personal growth and development creates happier, more productive, and more loyal employees. **In fact, 94% of employees said they would stay at a company longer if it invested in their career development⁶.**

The added bonus of developing leaders at all levels is that you create a leadership-ready employee pipeline. This leaves your organization feeling empowered to confidently hire internal candidates when leadership positions become available and eliminate the costly practice of hiring external candidates for management positions.

To learn more about how Verb can train your first-time managers and equip your company with a leadership-ready employee pipeline, visit goverb.com.

6. LinkedIn Learning. 2018 Workplace Learning Report. <https://learning.linkedin.com/content/dam/me/learning/en-us/pdfs/linkedin-learning-workplace-learning-report-2018.pdf>