

# Gallop Study

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# First Break All the rules

What the world's greatest Managers do differently

By Deepak Bharara

# The measuring stick

- Do I know what is expected of me at work ?
- Do I have the materials and equipment I need to do my work right ?
- At work, do I have the opportunity to do what I do best every day ?
- In the last 7 days, have I received recognition or praise for good work?
- Does my supervisor, or someone at work, seem to care about me as a person ?
- Is there someone at work who encourage my development ?
- At work, do my opinions seem to count ?
- Does the mission/purpose of my company make me feel like my work is important ?
- Are my coworkers committed to doing quality work ?
- Do I have best friend at work ?
- In the last 6 months, have I talked with some one about my progress ?
- This last year, have I had opportunity at work to learn and grow ?

**Measure the above parameters on a scale of 5**

# The link to business

## Business outcomes:

- Productivity
- Profitability
- Retention
- Customer Satisfaction

1. Ten out of 12 questions are linked to productivity
2. Eight out of 12 questions are linked to Profitability
3. Five out of 12 questions are linked to Employee retention
4. Six out of 12 questions are linked to customer satisfaction

# Mountain Climbing

Why is there an order to the twelve questions:

**Base Camp:** What do I get? When you first start a new role, your needs are pretty basic. You want to know what is going to be expected out of you. How much you are going to earn or get in terms of role. The first two question will get linked.

**Camp 1** What do I give? You climb little higher your perspective changes You wish to know whether you are any good at the job. Are you in a role where you can excel? Do the other people feel you are excelling? The Question are centered around what do I give. The question second to six will get linked.

# Mountain Climbing

Why is there an order to the twelve questions:

**Camp 2:** Do I belong here? When you climb further the perspective gets widens. You look around and ask Do I belong here. Whatever your basic Value system happens to be, at this stage of the climb you really want to know if you fit. The question seven to ten will get linked.

**Camp 3:** How can we all grow? This is the advanced stage of climb. At this stage you are impatient for everyone to improve, asking How can we all grow. You want to make things better, to learn, to grow, to innovate. The question two questions will get linked

# Mountain Climbing

If you can answer positively to all of these twelve questions, then you have reached the summit. Your focus is clear. You feel a recurring sense of achievement.

The key to build a strong vibrant workplace lies in meeting employee's needs a Base Camp and camp 1. This is where we need to focus time and energy. If the lower level needs remain unaddressed, then everything you do for them further along the journey is almost irrelevant. But if you can meet these needs successfully, then the rest- the team building and the innovating – is so much easier.

Securing 5's to first 6 questions is one of most important responsibilities of Managers

# Wisdom of Great Managers

An insight:

*People Don't change that much*

*Don't waste time trying to put in what was left out*

*Try to draw out what was left in*

*That is hard enough*

The insight is the source of their wisdom & revolutionary. It explains everything they do with and for their people. It is the foundation of success as managers.

**A Manager role is to convert talent into performance .**



# Four basic role of Great Managers

- You must know how to select a person. You must know the difference between talent skills and knowledge. You must know how much a person can change. You must know to ask the kind of questions that can cut through a candidate's desire to impress and so reveal his true talents.
- You must be able to set accurate performance expectations and keep the person focused . You must be able to balance today 's need for standardization and efficiency with a similarly pressing need or flair and originality.
- As a manager you have only one thing to invest; your time. Whom you spend it with, and how you spend it with him, determines your success.
- You need to know what to say.

Select a person, set expectation, motivate the person and develop the person these are the four core activities of the catalyst role.

# Four basic role of Great Managers

Select a person...based on his experience, intelligence and determination. **Select the talent**

Set expectation... by defining right steps. **Define the right outcome**

Motivate the person...by helping him identify and overcome his weaknesses. **Focus on Strengths**

Develop the person...by helping learn and get promoted.  
**Find the right fit**

**A revolutionary approach**

# Great Managers/Leaders

Great Managers look inward. They look inside the company, into each individual, into the differences in style, goals, needs and motivation of each person. This help to release each person unique talent into performance.

Great leaders, by contrast look outward, They look out at the competition out at the future, out at a alternative routes forward. They focus on board patterns, finding connections, cracks and then press home their advantage where the resistance is weakest. They must be visionaries, strategic thinkers, activators.

Managers are not just leaders in waiting. The roles are different. Managers do things right, Leader do right things.

# Sampling of Manager 's Competencies

- Manager Change
- Self Knowledge
- Establish plan
- Compelling vision
- Inspiration
- Strategic agility
- Troop rallying
- Risk Taking
- Take Charge
- Business practices and controls
- Results orientation
- Managers Diversity
- Board Perspective
- Interpersonal Sensitive
- Calm under fire

# Select for Talent

Talent is recurring pattern of thought, feeling or Behaviour that can be productivity applied. The key to excellent performance is to find the match between your talent and your role.

Every role performed at excellence, requires talent because every role, performed at excellence, requires certain recurring patterns of thought, feeling or behavior.

Experience, Brainpower, willpower makes the difference

# Skills/ Knowledge/ Talent

Skills are the how to 's of a role. They are capabilities that can be transferred from one person to another. The best way to teach skill is to break down the total performance into steps, which then reassembles and then practice it.

Knowledge is what you are aware of. There are two types of Knowledge:

Factual Knowledge: Things you know of

Experiential knowledge: Understandings you have picked up along the way.

Talent are the four lane highways in your mind that carve your recurring patters of feeling thoughts and behavior. You can not teach talent you can only select.

# Three kinds of Talent

Striving: talents explains the why of a person. They explain why he is motivated to push and push just that little bit harder. Is he driven by his desire to stand out, or is good enough for him. Is he intensely competitive or intensely altruistic or both? Does he define himself by his technical competence, or does he just want to be liked?

Thinking: talents explains the how of a person. They explain how he thinks, how he weights up alternatives, how he comes to his decision. Is he focused, or does he like to leave all of his option open? Is he disciplined and structured, or does he love surprises? Os he a linear practical thinker, or is he strategic, always playing at mental "what if ?" games with himself.

# Three kinds of Talent

Relating: talents explain the who of a person. They explain whom he trusts, who he builds relationship with whom he confronts, and whom he ignores. Is he drawn to win over Strangers or is he at ease only with his close friends? Does he think that trust must be earned or does he extend trust to everyone in the belief that most will prove worthy of it? Does he confront people dispassionately, or does he avoid confrontation until finally exploding in an emotional tirade.

Within each you will have your own combination of four lane highways and barren wastelands. No matter how much you might yearn to be different your combination of talent and the recurring behaviors that it creates, will remain stable, familiar to you and to others through out your life.



# Striving Talent Definitions

- Achiever: A drive that is internal, constant and self imposed.
- Kinesthetic: a need to expand physical energy
- Stamina: capacity for physical endurance
- Competition: A need to gauge your success comparatively
- Desire: A need to claim significance through independence, excellence, risk and recognition
- Competence: a need for expertise or mastery
- Belief: A need to orient your life around certain prevailing values
- Mission: A drive to put your belief into your action
- Services: A drive to be of service to others
- Ethics: A clear understanding of right and wrong which guides your actions
- Vision: A Drive to paint value – based word pictures about the future

# Thinking Talent Definitions

- Focus: An ability to set goals and to use them every day to guide action
- Discipline: A need to impose structure onto life and work
- Arranger: An ability to orchestrate
- Work Orientation: A need to mentally rehearse and review
- Gestalt: A need to see order and accuracy
- Responsibility: A need to assume personal accountability for your work
- Concept: An ability to develop a framework by which to make sense of things
- Performance orientation: A need to be objective and to measure performance
- Business thinking: A financial application of the strategic thinking talent
- Strategic thinking: An ability to play out alternative scenarios in the future.
- Problem solving: An ability to think things through with incomplete data
- Formulation: An ability to find coherent patterns within incoherent data sets
- Numerical: An affinity for numbers
- Creativity: an ability to break existing configurations in favor of more effective/appealing ones

# Relating Talent Definitions

- Woo: A need to gain the approval of others
- Empathy: An ability to identify the feelings and perspective of others
- Realtor: A need to build bounds that last
- Multi relater: An ability to build an extensive network of acquaintances
- Interpersonal: An ability to purposely capitalize upon relationships
- Individualized perception: An awareness of and alternatives to individual differences
- Developer: A need to invest in others and to derive satisfaction in doing so
- Stimulator: An ability to create enthusiasm and drama
- Team: A need to build feelings of mutual support
- Positively: A need to look on the bright side
- Command: An ability to take charge
- Activator: An impatience to move others to action
- Courage: An ability to use emotion to overcome resistance

# Competencies/Habits/Attitude/Drive

Competencies are part skills, part knowledge and part talent. They lump together haphazardly, some characteristics that can be taught with others that cannot. Consequently even though designed with clarity in mind, competencies can wind up confusing everybody. Skills and knowledge can be taught but talent cannot be.

Habits: Most habits are our first nature. Most habits are talents. Habits are part of behaviors and you can change habits but requires great deal of efforts on continuum basis

# Competencies/Habits/Attitude/Drive

Attitude: Attitudes form part of the person's recurring patterns of thought feelings and behaviors. Managers can change the mood of the people but they will always struggle to change the attitudes.

Drivers: The driver are talents. They are part of each person's mental filter. They are unique and enduring.

Person drive and prevailing attitudes are talents and as such, they are very hard to change.

Everyone can change, everyone can learn, everyone can get little better. The language of skills, knowledge, and talents simply help a manager identify where radical change is possible and where it is not that simple.

# Some Myths about Talent

- Talents are rare and special
- Some roles are so easy that they don't require Talent

## How to find right talent:

The secret of selecting for talent lies in the art of interviewing. When interviewing for talent, most managers are aware of most obvious Pitfalls, don't put the candidate under undue stress.; don't evaluate people on their appearance alone ; don't rush to judgment. Avoiding these will certainly lay the foundation for a productive interview.

**Selecting for talent is the Manager's first and most important responsibility**

# Defining the Right Outcome

- Firstly it resolves the great dilemma that the people are enduringly different and that Managers must focus people on performance. To focus on Performance one must define the right outcome & stick/rewards.
- Secondly, it allow each person's flow, smoothening a unique path towards the desired results.
- Thirdly it encourages employees to take responsibility & feel certain tension to achieve.

The Manager role is to create an environment where each employees feels that little thrill of pressure & get excited

# Temptations

- Perfect People: One Best Way to perform & teach others
- My People don't have enough talent
- Trust is precious – It must be earned
- Some outcomes defy definition

Defining the right outcomes to measure Culture can be quite a challenge. But is worth the effort. If as much effort were spent identifying the right employee outcomes as has been spent trying to legislate the manager style, then every body will be better of & the organization will be more efficient.

**The best Managers avoid all of these temptation as the challenge is not to perfect people, but to capitalize on each person's uniqueness.**



# Rule of Thumb

- Don't break the bank –Employee must follow certain required steps for all aspects of their role that deal with accuracy or safety.
- Standard Rule- Employee must follow required steps when those steps are part of company or industry standard. Standard in term of language, symbols, conventions, scales. It enables us to communicate, learn, transfer, compare
- Don't let the creed overshadow the message
- There are no steps leading to customer satisfaction

These thumb rules help managers to decide how much of the role should be structured and how much left to discretion of the employees

# What do you get paid to do?

How do you know if the outcomes are right?

- What is right for your customers?
- What is right for your company?
- What is right for the individual?

Vibrant organization must put together 5 years plans .  
But they must be willing to change these five years plans  
every singly year. If the only way to say alive.

While defining the right outcome the Managers go from  
the players to plays.

# Focus on Strength

- Let them become more of who they already are.
- Don't try to fix the weaknesses. Don't try to perfect each person. Great Manager do everything to help each person to cultivate his talents.
- Focusing on the strengths is the way of giving respect to each person and is also storyline that explains all their efforts as Managers.

Manager ability is to describe, in detail the unique talents of each of his people. What drives each one, how each one thinks, how each builds relationship.

# Tale of Transformation

Why is it tempting to try to fix people?

You can be anything you want to be if you hold on to your dream and work hard. The person you feel yourself to be every day is not the real you. No, the real you is deep inside, hidden by your fears and discouragements. If you could free your self of these fears, if you could truly believe in yourself, then the real you would be released. Your potential would burst out. The giant would awaken.

To access your unlimited potential you must identify your weaknesses and then fix them.

We keep on working on weaknesses. By the time we reach towards end of career , we find that we have spent so much time fixing ourselves that we must be well nigh perfect.

Great Manager rejects conventional wisdom's story & gets aggressive to Identify each person talents and help to cultivate the same.

# Casting is Everything

If you want to turn talent into performance, you have to position each person right so that you are paying to do what he/she is hired to.

If you do not place a person's talent at the top of the list of casting, you will always run the risk of mediocre performance

Casting for talent is one of the unwritten secrets to the success of great managers.

By repositioning each in a redesigned role, great managers are able to focus on each person strength & turn talent into performance.

Everyone has the talent to be exceptional at something. The trick is to find that "something". The trick is in the casting.

# Manage by Exception

Everyone is exceptional “ has a second meaning: Everyone should be treated as an exception. Each employee has his own filter, his own way of interpreting the world around him and therefore each employee will demand different thing from Manager.

Some want you to leave them alone form almost the first moment they are hired. Other feels slighted, if you don't check in the with them every day. Some want to be recognized by you, “the boss”. Other see their peers as the truest source of recognition. Some crave their praise on a public stage. Others shun the glare of publicity , valuing only that quite, private word of thanks. Each employee breathes different psychological oxygen.

**The great Managers has to manage by exceptions**

# Spend the most time with best People

Managers find themselves spending the most time with their least productive people and the least time with their most productive people. On the surface it may sound safe. Investing in strugglers appears shrewd yet the most effective managers do the opposite. They invest time in their best people.

Great Managers do not place a premium on either control or instruction. Both have their place, particularly with novice employees but they are not the core; they are too elementary, too static. For Managers the core of their role is the catalyst role. They spend time in racking the brain, trying to figure out better and better ways to unleash that employee's distinct talents. They

- Strive to carve out a unique set of expectations
- Highlight and perfect each person's unique style
- Run interference to play role freely

# Spend the most time with best People

- “No News” Kills Behavior
- Investing in your best is the Fairest things to do
- Investing in your best is the best way to learn
- Investing in your best is the only way to stay focused on excellence
- Breaking through the ceiling

Define excellence vividly, quantitatively. Paint a picture for most talented employee of what excellence looks like. Keep everyone pushing & pushing towards that right-hand edge of the bell curve. It's fairer. It's more productive. And most of all it's much more fun.



# How to Manage around a weakness

The poor performance must be confronted head-on. The causes could be mechanical. This require some careful redesign & better co-operation between individual or departments; the better understanding & patience .

Ask two questions:

- Is the poor performance trainable?
- IS the non performance caused by the manager himself tripping the wrong trigger?

If the answer is no then the non performance is due to talent issue.

No one's is perfect. No one possesses all of he talents needed to excel in a particular role. Each of us is a couple talents cards short of a full deck.

# Difference between a non talent & weakness

A non talent is a mental wasteland. It is a behavior that always seems to be a struggle. It is a thrill that is never felt. It is an insight recurrently Missed. A non talent become a weakness when you find yourself in a role where success depends on your excelling in an area that is non talent. To help out of situation switch the approach and:

- Devise a support system
- Find a complementary partner
- Or Find a alternative role

Great Managers quickly bear down, weight these options and choose the best route.

# The Blind, Breathless Climb

Most of Manager Ask Questions: Where do I go from here.

Employees wants to grow, wants money, prestige, fully utilized, deserve responsibility. The Employees want to move up. The answer is to Help each person **find the right fit**, in terms of skills, knowledge & talent

Keep moving, pushing, stretching to take that next step. It's the only way to get ahead. It's the only way to get respect. You cant go back or retrace.

You have no option, so you continues blind breathless climb to the top & at times get into wrong role and get trapped. Unwilling to go back, unable to climb up, You get struck and finally the company pushes you out.

**That is the time when you try to put the facts together and ask what had Happened or It doesn't have to be this way.**

# One Rung doesn't lead to another

Why do we keep promoting people to their level of incompetence.

Before you promote someone, look closely at the talent needed to excel in the role - the striving, thinking, and relating talents necessary for success. After scrutinizing the person and the role, you may still choose promotion. And since each person is highly complex, you may still end up promoting employee into a position where he struggles – no manager find the perfect fit every time. But at least you will have taken the time to weight the fit between the demands of the role and the talent of the person.

**Excellence in every role requires distinct talents and it is difficult to train**

# Create Hero's in every role

How to solve the shortage of respect.

Make every role, performed at excellence, a respected profession.

Some Technique:

- Level of Achievement
- Broad Banding
- Creative Acts of Revolt

Managers in their own way provide alternative routes towards growth & prestige. Each of them, maneuvering within a restricted world, is devising innovative way to reward employees for excellent performance, without necessarily promoting these employees out of their current role.

Each of them is trying to create new hero's in every role.

# What is the force driving the new career

Today's unpredictable business climate has undoubtedly caused a shift in the employer employee relationship. Employers, acutely aware of the need to nimble, can no longer guarantee life long employment. All they are willing offer the employee is lifelong employability. We will provide with marketable experiences that will make attractive to other employers, should we ever need to cut back our labour cost.

- Great Manager level the playing field.
- Great Manager hold up the mirror
- Great Manager try to know you
- Great Manager create a safety net

Varied experience make an employee attractive Self discovery is a the driving, guiding force for providing a healthy career.

# The Art of Tough love

How do Great Managers terminate someone and still keep relationship intact.

Difficult questions to answer:

- What level of performance is unacceptable?
- How long is too long at that level?
- Have you done enough to help with training, motivation, support systems or complementary partnering?
- Should you break the news all at once or should you give them a reasonable period.
- When the final conversation happens, what words will you use?

The great Managers confront poor performance early & directly. Yet it allows them to keep their relationship intact. They don't compromise on standards.

# The Art Interviewing Talent

Which are the right questions to ask:

- Make sure the talent interview stands alone
  - Ask a few open ended questions and then try to keep quite
  - Listen for specifics
  - Clues to the talent
1. Rapid learning
  2. Satisfaction
- Know what to listen for

The great Managers selection objective is to define the right outcomes, focus on strengths and find the right fit



# Performance Management

## Routine:

- The Great Manager prefer simple format for performance appraisal.
- They prefer to have at least one performance meeting every quarter to review the direction.
- The focus of meeting is on the future
- Suggest to keep track on performance and learning

In most of the cases the appraisee is a passive observer. In some cases the appraisee is allowed to do self appraisal and it is used as a negotiating tool. The settlement is done in between rather than honest evaluation.

The great managers discuss and agree to each employee's short term performance goals and also discuss successes, failures, perceived strengths. The Focus is to encourage employee to keep track on performance & learning.

# Performance Management

## The Strength Interview Questions:

- What did you enjoy most about your previous work experience?
- What do you think your strengths/Weaknesses are?
- What are your goals for the current role?
- How often do you like to meet with Manager to discuss your progress
- Do you have any personal goals or commitment?
- What is the best praise you have ever received?
- Have you had any really productive partnership or mentor ?
- What are your future growth goals, your career goals?
- Is there anything else you want to talk about that might help us to work well together?

The main purpose is to learn about strengths, goals and needs, as appraisee perceives.

# Performance Management

The performance planning meetings:

- What action you have taken ?
- What discoveries you have made?
- What partnership relations you have built?
- What is your main focus?
- What new discoveries are you planning?
- What new partnership relations are your hoping to build?

Repeat this routine at the next of three month interval, and the next until the year cycle is complete.

By meeting frequently, by listening, by paying attention, by advising, and by planning in detail, you will have developed a shared and realistic interest in appraisee success. And, important is the record which is build.

# Performance Management

Career Discovery questions:

- How would you describe success in your current role?
- What do you actually do that makes you, as you are?
- What part of your current role do you enjoy the most and why?
- Which part of your current role are you struggling with?
- What would be the perfect role for you?

The above 5 questions help thinking in detail about performance

It need to be asked in the right manner and at the right time, these questions helps employees to focus on thoughts and as Great Manager you can do the performance as well as potential appraisal.

# Key of your own

Can an employee turn these keys:

The expectation of the Great Manager from the talented employees are:

- Look in the mirror any chance you get.
- Muse
- Discover your self
- Build your constituency
- Keep track
- Catch your peers doing something right

Turn all your talent into performance, your immediate partner is your manager. If you are cursed with a truly bad one, then you will never see the best of you. No matter how much you enjoy the job itself, get out, fast you deserve better.

# Key of your own

Few pointer to manager your manager:

- If your manager is too busy to talk with you about your performance or your goals... Schedule the performance meeting
- If your manager forces you to do things her way... Define your role.
- If your manager praises you inappropriately or at inappropriate times...Suggest alternatives
- If your manager constantly asks you question about how you are doing and feeling or otherwise intrudes... Suggest that your find this helpful.
- If the problems we have discussed are of an al together different nature, which is to say, if your manager consistently ignore you, distrust you, takes credit for your work, blame you for his mistake or disrespects you ... Then get out form under him. Don't fool your self

No Manager can make an employee productive. Manager are Catalysts. They can speed up the reaction between the talent of the employees and the needs of the customer/company

# Master Keys

Four keys to break through conventional wisdom barricades:

- Keep the focus on outcomes
- Value world class performance in every role.
- Study your best
- Teach the language of great manager

The above master keys alter the whole company climate. The climate becomes supportive to great managers reinforcing their insight and pushing them to practice and to experiment and to refine. In this climate great manager will thrive. Employees will excel. The company will sustain its growth and conventional wisdom will be uprooted once an for all.

# Path to sustained increase in shareholder value?





# Use Meta Analysis for study

A meta analysis is a statistical integration of data accumulate across many different studies . As such, it provides uniquely powerful information, because it controls for measurements and sampling errors and other idiosyncrasies that distort the results of individual studies.

A meta analysis eliminates biases and provides an estimate of true validity or true relationship between two or more variables. Statistics typically calculated during meta analysis also allow the researcher to explore the presence, or lack thereof, of moderator of relationships.

It provides a method by which researcher can ascertain whether validities and relationships generalize across various situations. e.g. across firm or geographical locations)

# Factor that Consistently emerged

1. Work Environment/procedures
2. Immediate Supervision
3. Team/Co workers
4. Overall company/Senior Management
5. Individual Commitment/Service Intention

## Success path:

1. Real profit increase drives stock increase
2. Sustainable growth drives real profit increase
3. Loyal customers drives sustainable growth
4. Engaged employees drives customer loyalty
5. The right people in the right roles with the right managers drive employee engagement

Thank you