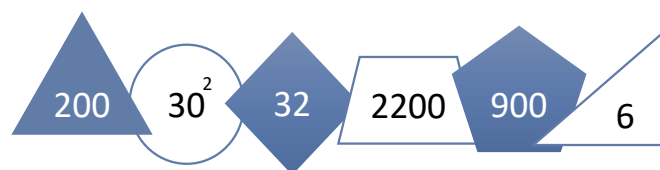


32 Frontline Manager and Team Leader Leadership Behaviors that Drive Employee Performance....*

Which do you believe are the 3 most important?

- Uses a combination of data and experience to solve problems.
- Makes sure that when the team starts a new project, the work is well planned.
- Demonstrates attention to detail in his/her work.
- Accurately evaluates performance.
- Recognizes my achievements.
- Is productive and focused on results.
- Listens to others.
- Addresses performance problems quickly.
- Consults others in decision making.
- Gives me autonomy and does not micromanage.
- Obtains the cooperation of others to get things done.
- Expresses interest in team members' success.
- Makes sure that expectations are clear.
- Has a clear vision for the team.
- Uses technology to get work done efficiently.
- Makes sure I understand how my work contributes to the organization.
- Handles team problems calmly.
- Accepts feedback about his/her own performance.
- Encourages collaboration among team members.
- Helps to develop solutions when team members feel overwhelmed.
- Succeeds in getting others to take ownership of ideas or projects.
- Inspires the team to achieve challenging goals.
- Makes sound decisions even with incomplete or confusing information.
- Helps make sense of change.
- Implements change successfully.
- Develops my skills and knowledge through coaching.
- Helps me develop my career or promotion path.
- Converts ideas into practical actions.
- Encourages innovative ideas from the team.
- Shares information.
- Has the technical expertise to help me do my job well.

*The Research Mix



Research Overview

Here are the research questions that BE GREAT LLC wanted to answer:

- What should frontline managers and team leaders be doing to maximize the performance and commitment of their employees?
- How are frontline managers doing this now?
- How could they be more effective?
- To answer these questions, the BE GREAT LLC research team conducted a sixteen-month, multi-phase research study.

200

The team reviewed 200 academic and commercial studies on frontline manager effectiveness.

30²

These studies were conducted over the last 30 years. The research team also drew on their own 30 years of expertise in frontline-manager leadership development.

32

Based on that research and expertise, the team identified the most important behaviors specifically aligned with the roles, responsibilities, and challenges of frontline managers. Then they consolidated these behaviors into 32 that best describe what today's frontline managers and team leaders do at work.

2200

Next, using online surveys, the 32 leadership behaviors were ranked by 2200 people: individual contributors, frontline managers, team leaders, and middle managers.

900

The 2200 people work in 900 commercial and public organizations in both white-collar and blue-collar industries and across all experience levels and generations.

6

The research team identified six important leadership behaviors that best support the performance and commitment of employees. The study also identified how often and how well frontline managers use these six behaviors.

Frontline managers and team leaders who practice the six behaviors can dramatically increase employee performance and commitment.

The 6 Behaviors Ranked in Order of Importance to Employee Performance by...

INDIVIDUAL CONTRIBUTORS	FRONTLINE MANAGERS	TEAM LEADERS	MIDDLE MANAGERS	HUMAN RESOURCES	YOUR TOP 3
Gives me autonomy to do my job successfully and does not micromanage.	Makes sure that expectations are clear.	Makes sure that when the team starts a new project, the work is well planned.	Makes sure that expectations are clear.	Develops my skills and knowledge through coaching.	
Recognizes my achievements.	Makes sure that when the team starts a new project, the work is well planned.	Makes sure that expectations are clear.	Makes sound decisions even with incomplete or confusing information.	Makes sure that expectations are clear.	
Helps me develop my career or promotion path.	Gives me autonomy to do my job successfully and does not micromanage.	Succeeds in getting others to take ownership of ideas or projects.	Succeeds in getting others to take ownership of ideas or projects.	Addresses performance problems quickly.	
Develops my skills and knowledge through coaching.	Inspires the team to achieve challenging goals.	Gives me autonomy to do my job successfully and does not micromanage.	Inspires the team to achieve challenging goals.	Recognizes my achievements.	
Shares information.	Makes sure my team members understand how their work contributes to the organization.	Makes sure my team members understand how their work contributes to the organization.	Develops my skills and knowledge through coaching.	Encourages innovative ideas from team.	
Makes sure that expectations are clear.	Has a clear vision for the team.	Inspires the team to achieve challenging goals.	Addresses performance problems quickly.	Gives me autonomy to do my job successfully and does not micromanage.	

As you think about the lists, consider these kinds of questions:

1 Compare the ranked behaviors across the respondent categories. Identify common behaviors.

2 What thoughts about leading in the current environment can you take away from this comparison?

3 Which behaviors, though different, seem related? In what ways?

4 How do your top 3 compare? What, if anything, do these matching behaviors reveal about your current leadership practices?