

# Making Management Training Stick

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**Most managers became  
managers because they were  
good at something else.**

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# What we'll learn

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Practical steps to make  
management training stick

So managers can do  
their jobs excellently!

1. **BEFORE** Investing in Training
2. **Critical for Training DESIGN**
3. **POST** Training Strategies

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**A manager's job is to  
achieve results through the  
work of others.**


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# BEFORE Investing in Training

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1. Sync on what excellent management looks like for YOUR organization





**Everyone has a different picture of what excellent management looks like informed by...**

- What they've experienced
- What they've observed
- What they've read
- What they've heard

# BEFORE Investing in Training

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1. Sync on what excellent management looks like for YOUR organization
2. Define and communicate what excellent management looks like IN ACTION

# Manager Competency Model (example)

## *What Excellent Management Looks Like*

<b>Setting Clear Expectations</b>	<ul style="list-style-type: none"><li>• Clearly communicates goals and what successful outcomes look like</li><li>• Clearly communicates roles and responsibilities</li><li>• Clearly communicates processes and how to troubleshoot</li></ul>	
<b>Prioritizing Learning</b>	<ul style="list-style-type: none"><li>• Challenges their own assumptions</li><li>• Seeks out and is open to diverse perspectives</li><li>• Rewards curiosity and intentional experimentation</li></ul>	
<b>Strategic Decision Making</b>	<ul style="list-style-type: none"><li>• Investigates and synthesizes relevant data to accurately understand reality</li><li>• Clearly defines desired outcomes</li><li>• Explores options considering risks and tradeoffs</li></ul>	
<b>Developing Others</b>	<ul style="list-style-type: none"><li>• Recognizes talents and looks for ways to expand scope of responsibilities</li><li>• Provides feedback regularly and coaches to engage in shared problem solving</li><li>• Engages in career development discussions regularly</li></ul>	



# BEFORE Investing in Training

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1. Sync on what excellent management looks like for YOUR organization
2. Define and communicate what excellent management looks like IN ACTION
3. Explicitly and consistently define expectations across ALL HR functions

# Consistent language across HR functions

## Recruiting

- Included in all manager job descriptions
- Prioritized in selection criteria

## Onboarding

- Communicating clear expectations from day one
- Show alignment across HR functions

## Performance Management

- Recognize and reward excellent management behaviors
- Ensure accountability for behaviors that do NOT meet expectations

## Management Development

- Assess the RIGHT management skills
- Develop and reinforce the RIGHT management skills

## Succession Planning

- Promote to the skills that best predict management success
- Be transparent about this connection in decision to promote

# BEFORE Investing in Training

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1. Sync on what excellent management looks like for YOUR organization
2. Define and communicate what excellent management looks like IN ACTION
3. Explicitly and consistently define expectations across ALL HR functions
4. **Ensure YOU and leaders are modeling excellent management behaviors**

# Training Design = Manager Success Roadmap

**Destination - Management Excellence**

**How to get there - Your Training Program**

# Critical in Training DESIGN

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1. Ground in what success looks like first -- YOUR competency model
2. Right size the training -- prioritize the most important skills gaps
3. Deliver content in service of manager's current context
4. Blend self-paced (content) with live training (application & questions)
5. Spread out to allow for application, reflection -- intentionally build



# POST Training Strategies

1. Keep skills front of mind (repetition)
2. Build language into existing systems
3. Manager of managers coaching skills
4. Managers learn from each other



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## *When Management Training Sticks...*

Managers are equipped to achieve results  
through the work of others  
excellently and sustainably.

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# Thank You!

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I'd love to stay in touch

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