





# Helping Busy Managers Win:

## How to Leverage Microlearning to Drive Engagement, Performance, and Retention



**Emily Diaz**

VP, Transform,

15Five



# Agenda

What are we talking about today?

- The role of the Manager and HR in 2023
- Developing the right manager competencies
- What HR can do to help
- Microlearning: How busy managers learn
- Q&A



# Hey, I'm Emily!



- Joined 15Five's founding team in 2013.
- Built early teams of various functions across the business, including Transform.
- Served as close advisor, facilitator, and coach for companies across a multitude of industries -- including Aptiv/Hyundai, Capital One, Moderna, and ThermoFisher.
- Utilizes frameworks of change management and applied learning to help managers make the shift from 'command and control' to 'collaborate and coach'.





### Our Purpose

We exist to  
accelerate  
human-centered  
leadership in the  
world, so that  
companies and their  
people can thrive.



HR + Managers = best friends?



Gartner reports  
**manager effectiveness**  
#1 priority for HR in 2023



Why is **manager effectiveness**  
more important than ever?



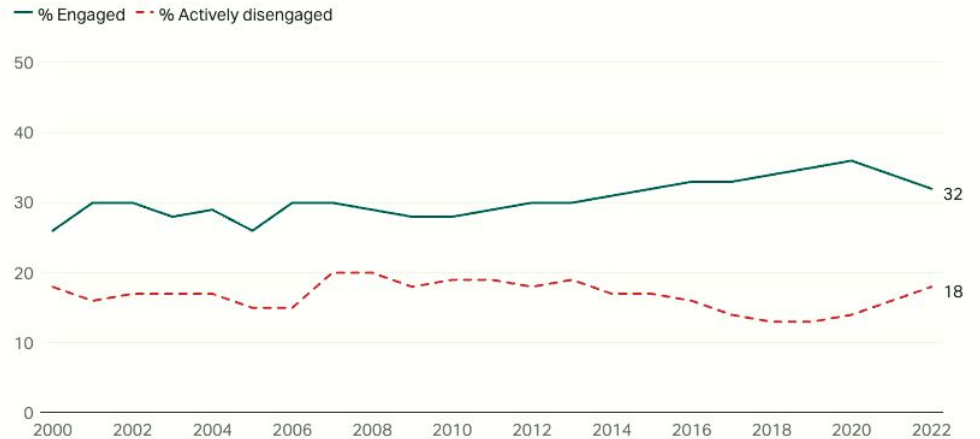


**“Quiet quitters”** make up at least 50% of the U.S. workforce”

“The **ratio of engaged to actively disengaged** employees is now the lowest in almost a decade”

– Gallup 2022

**U.S. Employee Engagement Trend, Annual Averages**



[Get the data](#) • [Download image](#)

GALLUP



**70% of a team's  
engagement** is  
influenced by their  
**managers.**



Gallup, 2022



Managers are the #1 drivers of  
engagement, retention, and  
performance.

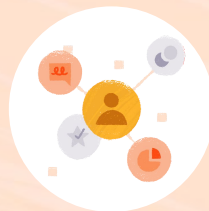
But how are they doing?



# Only **1/3** of managers are **actively engaged in their own jobs**, reporting:



**40%** more stress and anxiety



**20%** decline in work-life balance



**15%** decline in job satisfaction



**43%** higher risk of burnout



Why?

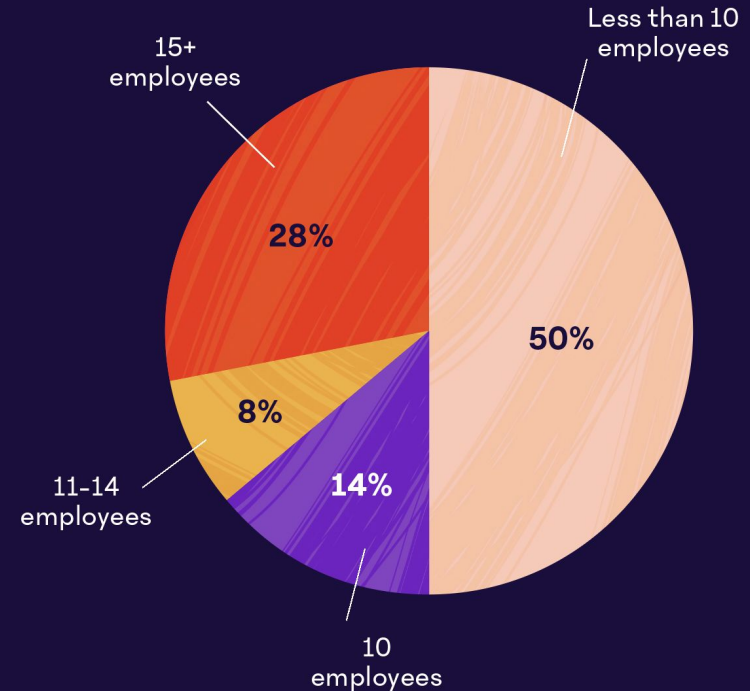


Over 50% of managers are leading 10 or more people, and 28% have more than 15 direct reports!



## MANAGER RESPONSES

HOW MANY EMPLOYEES, IF ANY, DIRECTLY REPORT TO YOU?



**1/2 of managers  
received ZERO  
training in these  
areas**

- a. Creating a psychologically safe workplace
- b. Strengths-based management
- c. Intrinsically motivating employees
- d. Giving effective feedback
- e. Setting and tracking goals
- f. Conducting a fair and effective performance review



Almost three-quarters (73%) of managers often or very often think about work when off the clock, compared to 42% of employees.



73% Managers



42% Employees







Why are managers ineffective?

Under resourced + Under supported + Not enough  
downtime = BURNOUT



Deep breath! it is  
going to be okay



# What can **HR** do to help?



## **Rest and capacity planning**

Support your managers by giving them downtime and taking the lead on org structure improvements.



## **Prioritize the right skills and behaviors**

The right competencies ensure that managers have what they need navigate the challenges of the role and create a positive and productive work environment.



## **Provide development resources**

Having the resources to continue development is a key lever in retention and engagement and a major reason that top-performers either take or leave a job.





REST & CAPACITY

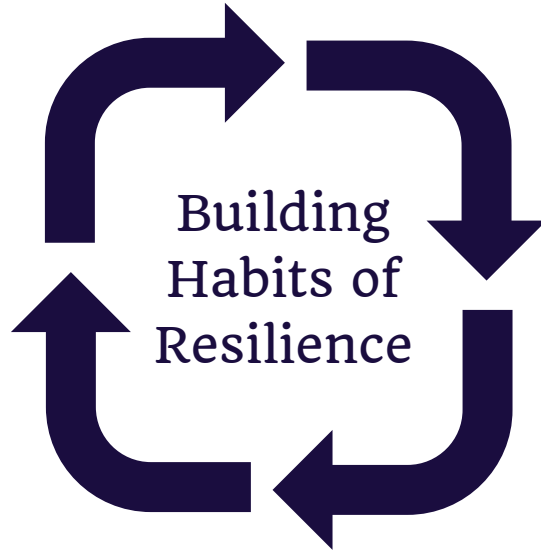
Managing burnout is about how you **recover**, not how you endure



Recovery Zone  
Internal/External



Performance  
Zone



Performance  
Zone



Recovery Zone  
Internal/External





## Internal Recovery

**Shorter** periods of relaxation (scheduled or unscheduled) **during the workday** or in the work setting

Shifting attention or changing to other work tasks when the mental or physical resources are depleted

## External Recovery

**Actions** that take place **outside of work**—e.g., in the free time between the workdays, and during weekends, holidays or vacations.

Extended break from high mental arousal states and performance zones



Rest and recovery are not the same thing.

**Stopping does not equal recovering.**



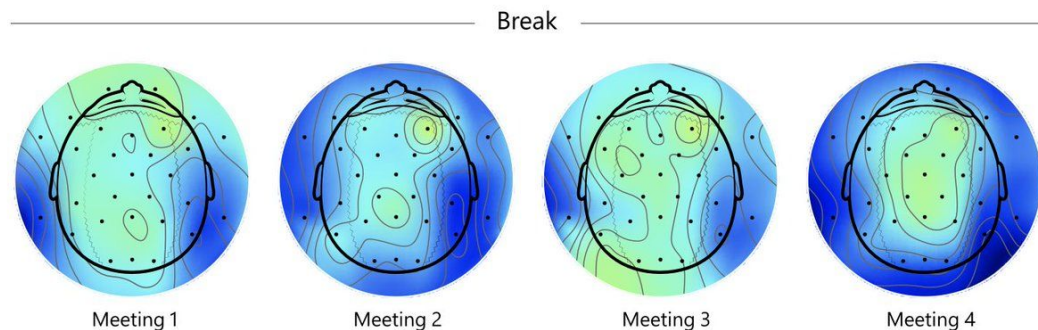
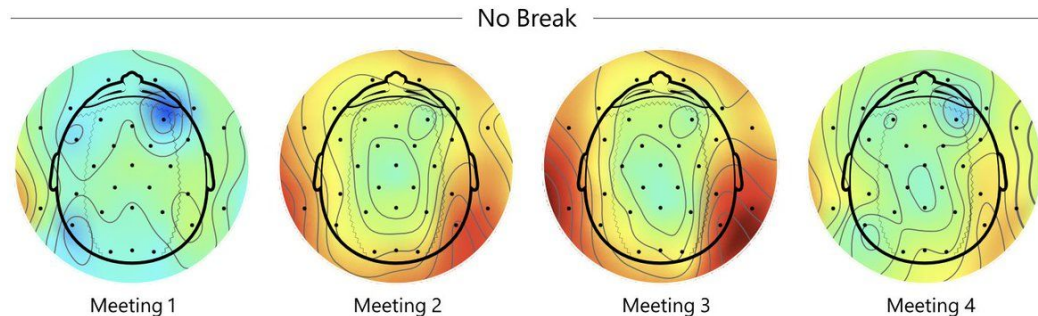


REST & CAPACITY

## Your brain on back-to-back meetings

Providing a 10-minute break between meetings can....

- minimize cumulative stress
- decrease the intensity of stress
- increase focus and engagement



An EEG cap to monitor electrical activity in the brain



Average beta activity across research subjects during four meetings



# What can **HR** do to help?



**Rest and capacity planning**



**Prioritize the right skills and behaviors**



**Provide development resources**





# Prioritize Right Skills & Behaviors

## Competencies are designed to:

- Enable high performance through role clarity and definition
- Provide transparency, clarity, and alignment between managers and employees on what is expected
- Provide an agreement around what extraordinary looks like







# Prioritize Right Skills & Behaviors

## Manager Competencies

### Demonstrating Business Acumen

- Decision making
- Problem solving
- Critical thinking
- Financial literacy
- Results orientation

### Setting Goals

- OKR & SMART goals
- KPIs/metrics
- Alignment
- Dependencies
- Goal prioritization

### Enabling Productivity

- Unblocking
- Deep work
- Accountability,
- Effective meetings
- Project mgmt
- Collaboration

### Giving and Receiving Feedback

- Redirection
- Appreciation
- Coaching conversations
- Conflict resolution

### Influencing Others

- Change mgmt
- Followership
- Buy-in
- Communication
- Presentation
- Trade-offs

### Supporting Career Growth

- Onboarding
- Career growth
- Energizing work
- Reviews
- Strengths alignment
- Job crafting

### Building Strong Teams

- Psychological safety
- Trust
- Emotional intelligence
- DEIB
- Culture
- Zone of genius

### Managing Oneself

- Self-awareness
- Stress mgmt & time mgmt
- Organization
- Relational energy



# Manager Effectiveness Indicator

- Measure and assess manager's skills and behaviors impact on business-critical outcomes
- Custom weighting and assessment
- Manager Effectiveness reviews and surveys
- Individual and aggregate data viewing



**15Five Green Enterprise**

Home  
Outcomes Dashboard  
Manager Effectiveness  
Check-ins  
1-on-1s  
High Fives  
Objectives  
Request Feedback  
Best-Self Review®  
Engage  
Reporting

## Manager Effectiveness Indicator

Summary Factors Compare [Configure](#)

People  [Outcomes dashboard](#)

### Green Enterprise MEI

**51** / 100

60th percentile compared to other companies with a similar configuration to Green Enterprise.

[How is the MEI calculated?](#)

### MEI Trend

↑ 21% since April 12

Date	MEI Score
May 8	55
May 15	65
May 19	65
May 26	65
May 30	65
Jun 5	65

### MEI Factors Insights

[View all](#)

Factor	Score
Demonstrating Business Acumen	88 / 100
Objectives usage	82 / 100
Check-ins usage	32 / 100
Giving and Receiving Feedback	8 / 100

### Managers with highest MEI

Manager	MEI
Jane Cooper	91 / 100
Darlene Robertson	98 / 100
Marvin McKinney	88 / 100
Jerome Bell	72 / 100
Ralph Edwards	71 / 100

[View all](#)

### Managers with lowest MEI

Manager	MEI
Robert Fox	8 / 100
Jacob Jones	10 / 100
Bessie Cooper	12 / 100
Eleanor Pena	22 / 100
Kristin Watson	24 / 100

[View all](#)

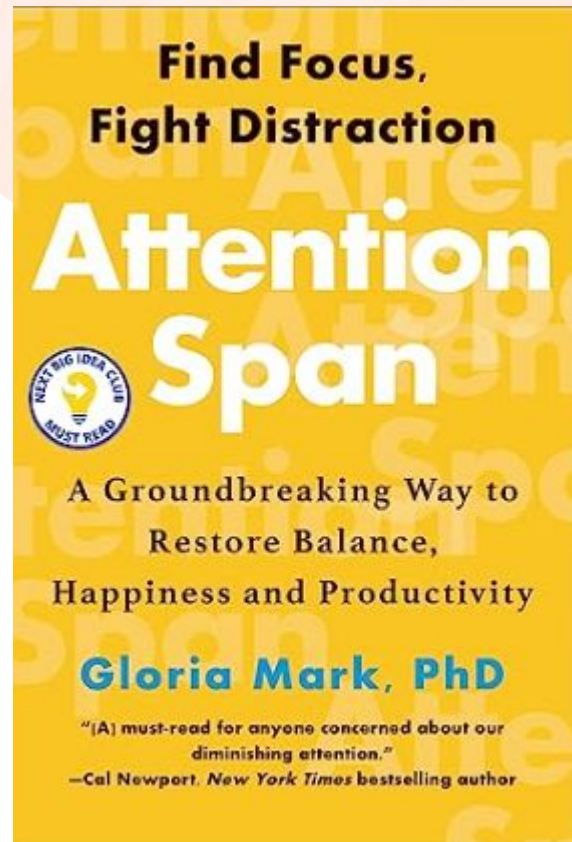
[Collapse](#)



# Our attention spans are shrinking

“We find people spend about 10½ minutes in any work project before being interrupted – internally or by someone else – and then switch to another work project,”

- Dr. Gloria Mark, Professor of Informatics at the University of California, Irvine





# Microlearning for modern development

## What is microlearning?


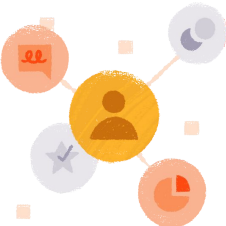

- Microlearning involves breaking down learning material into bite-size pieces
- Designed to deliver specific, **actionable** information that can be **easily consumed** and **quickly applied**.

## Benefits

- Build a culture of learning
- Personalized
- Flexible
- Increase knowledge retention
- Reduce training costs





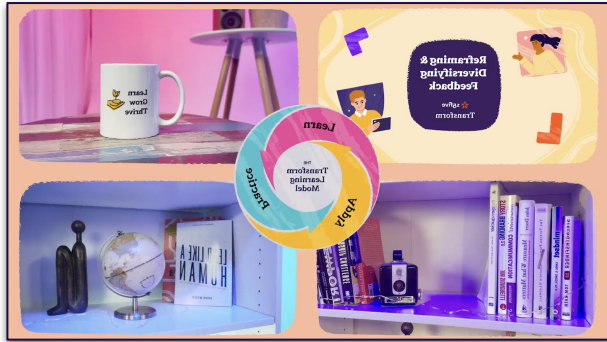
Continuous	Experiential	In Flow of Work
<p><b>“Go beyond one-off training programs and deploy an at-scale system of leadership development”</b></p> 	<p><b>“Invest in leadership development experiences that are emotional, sensory, and create aha moments”</b></p> 	<p><b>“Build mechanisms to make development a part of manager’s day-to-day work”</b></p> 





# 15Five Transform Microlearning





## MICROLEARNING

# Bite-sized Training and Interactive Content for Lasting Impact



# Transform Microlearning Courses July 2023



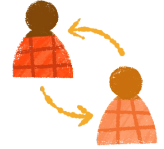
**Managing Stress: Feel Better, Make Progress**



**Meaningful 1-on-1's: Goals, Growth, Feedback**



**Setting Goals That Matter: MBOs & OKRs**



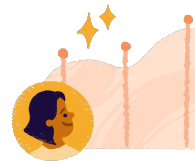
**Driving Psychological Safety with Role Clarity**



**Hard Conversations Made Easier**



**Influential Leadership: Getting Buy-In**



**Career Growth Conversations: A Guide**

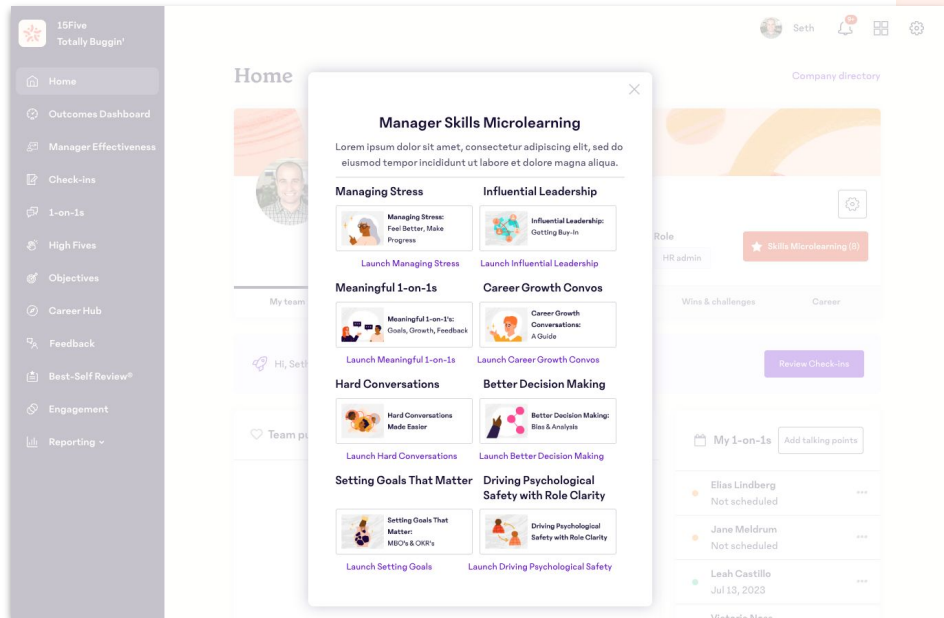


**Better Decision Making: Bias & Analysis**





# Why Microlearning?



## Quick and easy to use

Transform Microlearning is designed to be short and within the flow of your work with easy access within the 15Five platform, where managers are already using tools to help them lead their teams.

## Integrated

The Microlearning content compliments the other features found in the 15Five platform so that you can immediately put new learning into practice.

## Curated

Developed using research-based best practices on people management, with Transform Microlearning your managers get all the right skill development they need without being overwhelmed with all the training they don't.

## Continuous

Transform is consistently releasing new content that is backed in the latest science and research, so you can be confident your managers are always up to date on the latest best practices in modern management.



“

15Five gave our managers the **skills to succeed**, while creating a shared language and community around their development”



**Ana Flor**

EVP, People & Culture at ATTOM



“ 15Five helps make our managers more effective – our employees score our managers at 9.2/10 for treating them fairly – which keeps our engagement high and our turnover low.”



**Joby Blume**  
Director, BrightCarbon



# Key takeaways

- Your managers are your biggest leverage point for engagement, performance, and retention
- Provide ongoing development for your people leaders
- Focus on the right competencies





We've helped **3,500+** organizations increase employee engagement, performance and retention



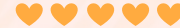
"Revel in the power of 15Five"

February 3, 2023



"Amazing tool"

December 4, 2022



"Extremely user-friendly and comprehensive"

October 13, 2022



"The most successful People Platform we've ever used."

October 13, 2022



"We LOVE 15Five!"

December 4, 2022



"Engagement between employee and manager is phenomenal"

October 13, 2022





# Questions?

Let's talk about them!

