

Newly Updated: Manager Excellence Resource Center

The Manager Excellence Resource Center is a comprehensive suite of manager support resources to complement or serve as your primary manager portal.

Build managers' performance management and coaching abilities and support career transitions through e-learning modules, job aids, and performance support tools.

Visit Us on the Web Site

www.merc.executiveboard.com

Key Features

- **Unlimited Access:** Available to all managers of CLC Learning and Development members at no cost per user
- **Customizable:** 150+ easy-to-use, customizable resources designed for the manager audience
- **Relevant:** Content aligned to the challenges managers face throughout the performance cycle
- **Timely:** Monthly e-mail templates to drive managers to the most pertinent resources

Development and Management Support Resources



Set Performance and Development Objectives

- Creating S.M.A.R.T. Goals (Checklist)
- Development Plans That Don't Collect Dust (E-Learning)



Develop and Coach Employees

- How Can I Blend Coaching into Day-to-Day Work? (E-Learning)
- A Senior Leader's Guide to Leader-Led Development (Guidebook)



Manage Work and Drive Team Performance

- Defining and Assigning Work (Quick Hints)
- Managing Remote Employees (Guidebook)



Deliver Formal Performance Feedback

- Performance Issue Root Cause Diagnostic (Toolkit)
- Improving the Formal Performance Review Process (Guidebook)

Transition Support Resources



Manage Your Transition

- Is Management Right for Me? (E-Learning)
- Middle Manager Transition Workbook (Toolkit)
- Introduction Meeting with Your New Team (Checklist)



Hiring and Onboarding a New Team Member

- Preparing for a Conversation with Your Recruiter (Conversation Guide)
- New Hire Onboarding Checklist (Checklist)
- Guidelines for Simple, Effective Transition Plans (Template)

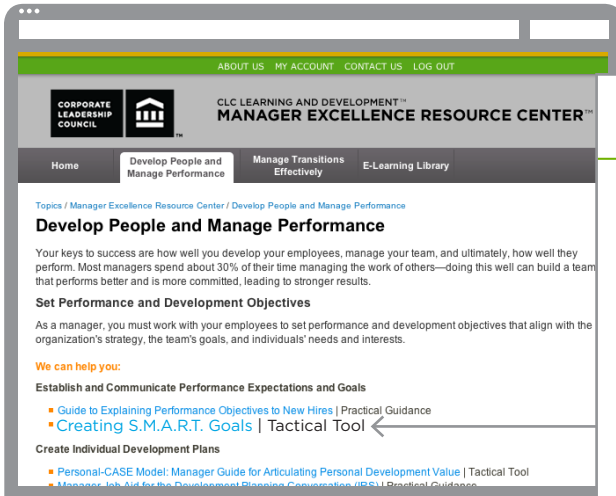


WHAT THE BEST COMPANIES DO

CORPORATE LEADERSHIP COUNCIL
CLC LEARNING AND DEVELOPMENT™

Newly Updated: Manager Excellence Resource Center

Easy-to-Use, Customizable Resources



Use these resources to help managers more effectively develop their employees and manage their teams.

One-Page Checklist to Guide Managers Through the Goal-Setting Process

Creating S.M.A.R.T. Goals

SET S.M.A.R.T. GOALS:
S.M.A.R.T. goals, as defined in the figure below, ensure that the manager and employee have a mutual understanding of what the expectations are, and that the employee can see how his/her goals align with the organization's objectives. Create goals that are specific, measurable, attainable, relevant, and timely by using the checklist below:

- Specific**
 - Does the goal clearly define expectations in terms of actions and outcomes?
 - Does the goal avoid generalities and use action verbs?
- Measurable**
 - Is the goal results-based?
 - Does the goal define specific metrics (quantity, quality, timeliness, cost, etc.) that can be objectively measured?
- Achievable**
 - Is the goal challenging, but within reason?
 - Does the employee have the skills and experiences necessary to achieve the goal?
 - Is achievement of the goal within the employee's control?
 - Can the employee reasonably be expected to successfully complete the number of goals assigned to him/her?
- Relevant**
 - Is the scope of the goals appropriate given the employee's job responsibilities and level?
 - Does the goal clearly connect to departmental and/or organizational goals?
 - Does the employee understand how his/her goal contributes to the organization's objectives?
- Time-Bound**
 - Does the goal specify a date or elapsed amount of time by when each goal needs to be completed?

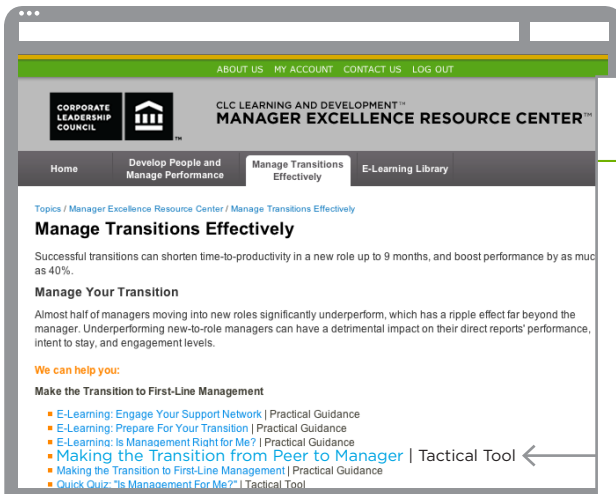
UNDERSTAND THE BASICS:

- Who:** The direct manager and employee should collaborate to set meaningful goals.
- What:** The manager and employee should discuss what the individual's performance goals are and how they connect to the organization's objectives.
- Where:** The discussion should take place in a private forum, away from disruptions.
- When:** The manager should hold a goal-setting discussion 1–2 weeks after the performance review or when the employee begins a new project
- Why:** Setting and committing to specific, challenging goals can boost employee effort, focus, and performance. In fact, aligning employee goals with the organization's objectives can increase employee discretionary effort by as much as 45%. Additionally, clearly set goals provide an objective.

Source:
Latham, Gary P., and Edwin A. Locke. "Enhancing the Benefits and Overcoming the Pitfalls of Goal Setting." *Organizational Dynamics* (2006).
CLC Human Resources. *Conducting a Goal Setting Discussion*. Arlington, VA: Corporate Executive Board, 2005. CLC4471309PRO.
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Content Aligned to Common Manager Challenges



Use these resources to ease managers' transitions between roles and improve the onboarding process for their direct reports.

Guidebook with Tips, Tools, and Templates to Ensure a Smooth Transition from Peer to Manager

Making the Transition from Peer to Manager

BUILD RELATIONSHIPS

While you must be careful to avoid the perception of favoritism, you should approach building relationships with various team members differently to reflect your previous relationships with them, as well as their previous experience and tenure. Keep in mind the following tips when building relationships in your new managerial position.

Tips When Establishing Relationships with...

<p>New Direct Reports</p> <ul style="list-style-type: none"> Demonstrate leadership, fairness, and professionalism. Do not do their jobs for them. Establish clear performance and behavioral expectations. Hold them accountable for those expectations. Let them know that it's okay to make mistakes. Maintain open lines of communication. Offer regular feedback on their strengths and weaknesses. Recognize their efforts and successes. Strive to be respected, rather than liked. Outwardly support the organization's decisions and mandates. 	<p>Direct Reports with More Experience Than You</p> <ul style="list-style-type: none"> Clearly convey that you expect them to continue learning. Communicate your desire to learn from them. Encourage them to be informal managers and mentors to other team members. Establish clear performance and behavioral expectations. Hold them accountable for those expectations. Include them in decision-making processes. Recognize their experience and show them that you value it.
<p>Former Peers</p> <ul style="list-style-type: none"> Acknowledge that your relationship will change. Be confident. Establish clear performance and behavioral expectations. Hold them accountable for those expectations. Recognize any discomfort they may have with your new position. 	<p>New Peers</p> <ul style="list-style-type: none"> Ask for help and guidance. Be open to learning. Do not assume you already know everything. Establish yourself as a leader.

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