

Name: \_\_\_\_\_

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# Spot Future Management Potentials and Develop Company Leaders

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President and CEO  
LaSalle Network  
*thelassenetwork.com*

Thursday, Oct. 29  
9–10:45 a.m.




 American Staffing Association

## Spot Future Management Potentials and Develop Company Leaders

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 President and Chief Executive Officer  
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 American Staffing Association



Tom Gimbel  
 President and Chief Executive Officer  
 LaSalle Network

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Tom Gimbel  
 Founder, CEO  
 @TomGimbel



2007 2008 2009 2010 2011 2012 2013 2014 2015








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Why are you here?  
To **grow** your business.



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Areas:

Sales  
Recruiting  
Operations



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Expectation Management

What are your expectations of managers?  
Do the expectations differ based on salary?  
Do the expectations differ based on tenure?  
Do the expectations differ based on groups they are managing?  
  
Do your managers know YOUR expectations?



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Top Producer  Good Manager



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Bottom Producer  Manager



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Internal

vs

External

- Young
- Hungry
- Inexpensive-ish
- Long hours
- Moldable
- Higher turnover
- **Makes mistakes**

- Experienced
- **Real history**
- Bad habits
- Work/life balance
- “Been there done that”
- More expensive
- **Makes mistakes**



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## External Hiring

- Career changers
- Source from similar industries
- Meet with them multiple times
- Airplane test—Do you like them? *Really* like them?

Have them do the role they are managing!



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## Why Promote From Within?

- Company need
- Career path option

**BUT IS THE EMPLOYEE READY?**



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## What Do Great Managers Have In Common?



The build great relationships & people trust them



They are assertive & drive outcomes



They motivate their teams



They make decisions based on productivity, not politics



They hold people accountable

According to Gallup's 2015 State of the American Manager Study



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## Developing Skills

Yes...I mean management skills!



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## Developing Skills

- How to coach
- How to write
- How to hold meetings
- External classes
- One-on-one's
- Teaching vision and communication



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## Look Internally

90% of LaSalle Network's managers have been promoted from within



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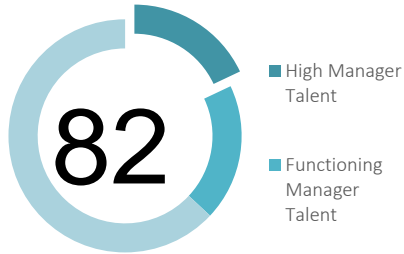
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The Wrong Manager is Selected 82% of Time



According to Gallup's 2015 State of the American Manager Study



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Do you have a bad manager  
in your organization?

Do you talk to your staff?



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“

People join companies,  
they quit managers. ”



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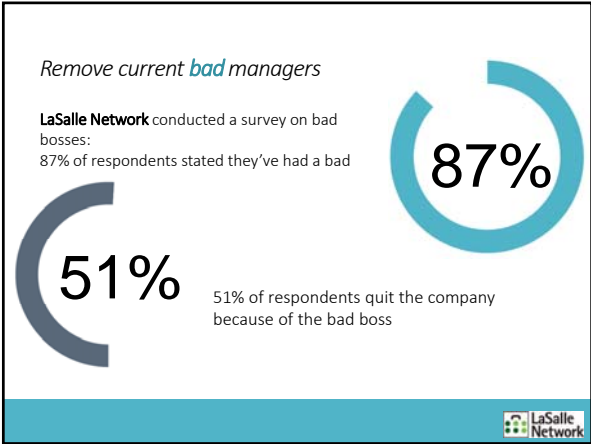
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Organizations put people in managerial roles for the wrong reasons:

- Promoted because successful in a previous non-managerial role
- Have a lot of experience and tenure at the company or field

According to Gallup's 2015 State of the American Manager Study

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*Those may be true, but they don't mean they are ready to be a good manager.*



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Do you know a great manager?  
What makes them great?



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Passion ...  
Communication ...  
Time ...



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*Companies' long-term performance relies heavily on the often overlooked commitment and contributions of B players.*

— Harvard Business Review



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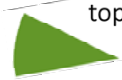
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A players  
top 10%



B players

*Overlooked group of potential high potentials*



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1 in 10

Only ONE in 10 people have the high talent to effectively manage others



According to Gallup's 2015 State of the American Manager Study



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## A Players



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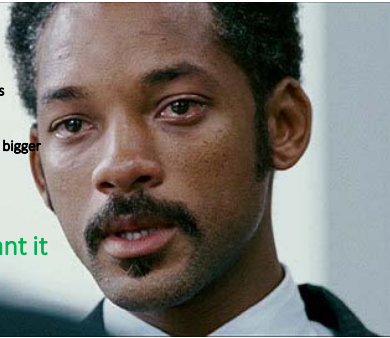
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## B Players

- They excel in their role
- They're curious/ask questions
- They are good at *one* thing
- They are helpers
- They want to understand the bigger picture
- They're flexible
- They don't get discouraged

They want it



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Do you know who the B players are in your organization?

Do you stack rank your staff?



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## Why Focus on B Players?

To build a strong line up to support the A players

B players can become A players

If you don't, they may leave for a company that does



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## You've Spotted B Players, Now What?



Have the "tough" talk



Identify motivators



Identify strengths



Provide structure and guidance



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## Have The "Tough" Talk

- Tell them their potential is visible
- Discuss where they are maxed and where they are not
- Bring concrete instances of when they showed potential, and times they fell short
- Ask if they want it
  - Top producers vs managers
- Audio vs. visual learners: **Do They UNDERSTAND?**
  - More than words



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## Identify Strengths

- Don't put them in a place to fail
- Provide environment for success
- Make them point person on the right projects
- Put them with the right team/personalities




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## Identify Motivators

Everyone is motivated by individual things...find out what it is and provide more of it:

- Personal development
- Acknowledgement and recognition
- Camaraderie
- Fun
- Increased responsibility and challenge
- Flexibility and time off
- Gifts
- Time




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## Provide Support

- People **need** structure
- Micromanage—WTF!?!
- **OVER** communicate
- Pinpoint areas for improvement, provide resources to help them improve

**YOU are accountable, to holding them accountable, to being accountable.**




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## Transition From Producer to Manager

- Attitude: MOST IMPORTANT
- What is managing: According to you!
- Numbers? Turnover? Culture?
- They need your time: **They are a NEW HIRE AGAIN**



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## Developing Managers Need...

Your Help

To Win



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None of this matters....

If you can't retain employees



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Your job is...



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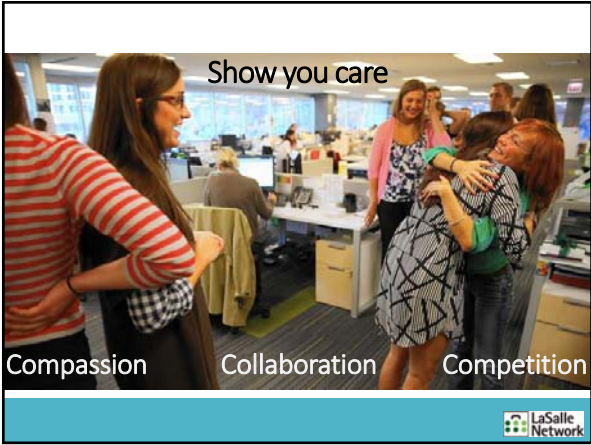
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Over Communicate

- Open-door policy
- Mentorship program
- Company-wide weekly meetings
- Get to know staff on a personal level
- Promote internal communication
- Give regular feedback



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## Stay Interviews

- Help to identify motivators
- Retain high potential employees
- Engage staff
- Pinpoint pain points
- Find warning signs



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## Fire Fast

- Bad hires cost the company money—  
and creates turnover
- Bad hires bring down overall morale of  
team and coworkers
- Bad hires impact culture



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## Questions



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American Staffing Association

Thank you for attending this  
Staffing World 2015 workshop



Tom Gimbel  
President and Chief Executive Officer  
LaSalle Network

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