UNLOCK LEADERSHIP AND TEAM EFFECTIVENESS IN 2024

HOW HR CAN HAVE GREATER BUSINESS IMPACT

As an HR leader, you know that clear priorities for growth with strong execution are critical to your business's success. But even the best strategies can be held back by misaligned priorities, lack of capabilities, and weak or misguided collaboration across teams or functions. Today more than ever, HR leaders need new ways to impact their business using data & technology. Putting this data & technology to good use requires new knowiedge, skills, mindsets, & practices for all leaders - including HRI

This article shares fresh data and perspectives to help HR leaders amplify their business impact in 2024. It's not about a new HR operating model or organization design; it's about understanding the top challenges leaders and their teams face and ensuring they are equipped to master these challenges. HR leaders increase their business impact by unlocking leader and team effectiveness.

MASTER THE CHALLENGE TO ADAPT FASTER

Let me start by sharing insights into manager & leadership challenges faced by thousands of Produgie Users across 80 countries and 5 continents from 2020 to 2023.These insights are based on data provided by our Users through individual and team assessments embedded in Produgie software.

Across industries and company sizes, the top challenge across all levels was communicating and collaborating across boundaries (e.g. work teams and cultures). This challenge was felt in both large and small companies alike. It was not a "big company problem".

Ironically, communication & collaboration technology can make the challenge of working across boundaries worse by overwhelming people with messages and including too many people in meetings or decisions. It's safe to assume that this challenge will continue to grow because data flows across work performed by individuals and teams and it will flow faster and with more assistance from AI in the future. In addition, there is an overwhelming number of tools available for teams that may or may not work together.

In addition to this common challenge, Produgie analytics revealed unique challenges for leaders across four levels: business unit head/CEO, manager of managers, people manager, and individual contributor.

Across companies and geographies, the top challenge unique to business unit heads and CEOs was the need to accelerate business growth and develop individual and team capabilities faster. Capabilities reside at 3 levels: individual (e.g. build APIs), team or function (e.g. release enhancements), and organization (e.g. build miniature engines). Getting an organization to go faster requires ongoing and proactive adaptation at the individual, team, and organizational levels. Such adaptation is extremely difficult because of many moving parts & competing priorities. **The imperative for HR leaders is to work with top business leaders to prioritize key capabilities across the 3 levels, identify gaps, and create solutions to bridge these quickly & cost-effectively. This is not a performance management problem, but a strategy deployment problem.**

With BU heads and CEOs concerned about accelerating the pace of growth and adaptation, it's no surprise that middle managers' top challenge is solving large. complex, and ambiguous challenges and driving new, change initiatives. Middle managers must translate business strategy & priorities for the rest of the business and often lead cross-functional or cross-leam initiatives that are critical to growth and transformation. **The imperative for HR leaders is to ensure middle managers employ effective change practices. They also need to ensure there is a prioritization of initiatives and agreed ways of working to enable leaders and work teams to pace themselves appropriately and to be able to manage shifting workloads.**

People managers' key challenges were to develop individual and team capabilities faster and to build or sustain their own and others' well-being and resilience. In rapidly growing or changing businesses, it's easy for jobs to outpace people especially if people managers cannot keep pace & develop their subordinates and teams faster. In a recent Gartner for HR study, 75% of HR leaders reported that their managers are overwhelmed by the growth of their responsibilities.

The imperative for HR leaders is to ensure every people manager is great at leading & developing individuals, teams, and stakeholders. The solution requires leadership from HR in creating fair and effective selection processes and scaling personalized support and development for all managers.

75% of HR leaders say their managers are overwhelmed by the growth of their job responsibilities*

Individual contributors' key challenge was the need to adapt quickly to the dynamic work environment and build or sustain their well-being and resilience. We know from decades of research that sustained employee engagement requires employees to be able to balance the demands of their job with resources to perform their job. The relentless pressure to do more and do it faster demands new skills & attention from employees. They are asked to grow constantly on the job and to own their career. **The imperative for HR leaders is to ensure all employees have the resources needed to perform and develop better and faster within one or more teams to which they belong. Learning in the flow of work is not enough.**

SCALE INDIVIDUAL CAPABILITIES FOR BUSINESS PERFORMANCE AND GROWTH

HR leaders must build individual-level capabilities to enable leaders at every level to manage the key challenges they face. This is and will continue to be a core responsibility of HR.

Within Produgie software are self-administered individual and team assessments. This data enables Produgie to personalize guidance and support to all Users as they deliver real work and solve real problems. The aggregate data informs workforce, succession, and development strategies.

The Growth Leader Assessment (GLA) embedded in Produgie was developed by a team of PhD-level Organizational Psychologists over a decade of research, and started with the question: What predicts business growth? The GLA has been shown to predict business outcomes such as sales, productivity, and employee turnover. It has reliability and validities comparable to or better than best-in-class leader assessments.

While the GLA measures 40 distinct constructs, these are combined into 9 capabilities required to drive sustained business performance, build new capabilities for the future, and align and energize people sustainably. Data from Produgie Users shows some company differences in terms of relative strengths and weaknesses, but overall the patters were consistent. Across levels, Users score relatively higher on the 3 "Perform" capabilities which we might expect given the importance of problem-solving and execution to performance and the short-term focus of so many businesses.

The 3 lowest-scoring capabilities across levels were "Pursue New Opportunities", "Shape External Focus and Alignment" and "Build Stakeholder Relationships" (this measures both internal and external stakeholders). Keep in mind that these capabilities are strong predictors of business growth and transformation and may not get the attention needed from HR.

The imperative for HR leaders is to ensure that leaders at every level of their business are developing the leadership muscles required to drive performance, build capabilities for the future, and energize individuals and teams.

Users in Produgie can select and execute individual Sprints to turn their insights into action. More than 90% of completed Sprints measured positive outcomes for the individual, teams, or business. The most popular Sprints over the past two years have been selected from the "Build Resilience" and "Manage Stakeholder Relationships" which mirror the challenges described earlier. When Sprints were completed as part of a cohort, the most popular Sprints focused on improving people management skills (e.g. communicating expectations, coaching for performance, stretching capabilities) and driving business growth through innovation projects or initiatives. The imperative for **HR leaders is to ensure leaders at every level of the business link their development to business priorities and strategies. Individuals have unique development and career goals that also must be taken into account. The key is to find the right balance.**

Produgie data shows that many of the capabilities leaders need to drive business growth and transformation are weak. **The imperative for HR leaders is to ensure they work on their leadership capabilities as they motivate the business to hire for, and develop growth leader capabilities faster, across every level.**

DO TEAMS HAVE THE RIGHT CAPABILITIES?

Analytics based on Produgie's Team Alignment Survey give fresh insights into 12 factors that drive team effectiveness. These team-level capabilities are critical as research shows that effective teams and collaboration contribute to business performance. Data for teams show the relative strengths and weaknesses in terms of team capabilities.

The top three team capabilities indicate that the teams have measures in place & individuals are held accountable for performance against these measures, individual roles and responsibilities are clear to team members, and the teams have practices to involve & include all team members. These items are often the focus of performance management systems and are likely to reflect the contribution of HR to driving individual performance.

The lowest-scoring team capabilities show that teams are less likely to have tools in place to get their work done, lack clearly defined ways of working with clear decision-making authority, and do not actively exchange feedback to improve the collective performance of the team. **The imperative for HR leaders is to go beyond individual performance management by ensuring all teams have the resources to get better at getting better. The role of the manager or team leader is a critical one and they also require resources to build their capabilities to enable teams to become more effective.**

Team analytics in Produgie show a strong relationship between team capabilities and employee motivation and commitment to the job and company. Teams that proactively communicate with their stakeholders, have the right tools and ways of working in place, and have team members with skills needed to perform also experience higher levels of team member motivation and commitment. The causal relationship goes in both directions. In other words, the right team capabilities can improve individual motivation and commitment, and having people with higher levels of motivation and commitment drives greater team capabilities. **The imperative for HR leaders is to ensure all managers and team leaders can shape a team culture that will positively motivate team members and they can attract and hire new team members who will contribute to team effectiveness.**

Teams execute Team Sprints using the software to improve team effectiveness and outcomes delivered. This is critical as our data shows that many teams lack collective capabilities to improve even though they seem to be clear on their purpose and roles.

NOW IS THE TIME TO AMPLIFY HR'S IMPACT ON THE BUSINESS!

Let me recap 10 ways HR leaders can increase their business impact in 2024:

▶ **01** Work with top leaders to prioritize key capabilities for growth and transformation across individual, team, and organization levels, identify gaps & create solutions.

▶ **02** Ensure middle managers employ effective change practices.

▶ **03** Ensure there is a prioritization of initiatives and agreed ways of working to enable leaders and work teams to pace themselves and manage shifting workloads.

▶ **04** Ensure every people manager is great at leading and developing individuals, teams, and stakeholders.

▶ **05** Ensure all employees have the resources needed to perform and develop better and faster within one or more teams they belong to.

▶ **06** Ensure leaders at every level have the leadership muscles required to drive performance, build capabilities for the future, and energize individuals and teams.

▶ **07** Ensure leaders at every level of the business link their development to business priorities and strategies. Find the right balance with individual needs.

▶ **08** Work on your own leadership capabilities in HR while motivating the business to hire for and develop growth leader capabilities faster and across every level.

▶ **09** Ensure all teams have the resources to get better at getting better. Resource team leaders for this

▶ **10** Ensure all managers and team leaders can shape a team culture that positively motivates team members: hire team members who improve team effectiveness.

PRODUGIE DELIVERS MEASURED BUSINESS IMPACT IN 4 WEEKS

Produgie is award-winning software that equips every leader and team to build the mindsets, capabilities, and culture required for business performance and growth. It empowers HR to have a greater impact on the business by building systemic leader. team, and organization effectiveness **affordably, flexibly, and fast.**

Produgie combines cutting-edge sofiware, science based and world-class assessments, and support for individual and team improvement, change, and strategy deployment with predictive and prescriptive analytics and AI/ML. No coding is required and deployment takes minutes. We offer human support and services with our partners in scaled coaching, personalized and radically inclusive leadership and team development, and strategy deployment

Our privacy-by-design philosophy and architecture build trust and effectively serve different stakeholders: managers, employees, HR and execute leadership.

LEARN MORE

Visit produgie.com to learn more about how Produgie can help your business unlock leadership and team effectiveness or to schedule a free consultation.

ABOUT THE AUTHOR

Dr. Alison Eyring is the Founder & CEO of Produgie. She previously founded and built the highly successful Organisation Solutions which continues to lead in its field. Leveraging this experience, data and insights led to the formation of Produgie which she spun out of Organisation Solutions in 2021. Alison is an Adjunct Associate Professor at the National University of Singapore Business School and author of the award-winning book, Pacing for Growth: Why Intelligent Restraint Drives Long-Term Success. She is an endurance athlete and mother of two adult daughters.