



# Institutionalizing Manager Effectiveness: Secrets to Success

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**6,000+ employees worldwide**

**~\$1.5 Billion in Revenue**

**Leading global provider of  
Workforce Management and  
Human Capital Management  
solutions in the cloud**

**35,000+ customers worldwide  
in over 100 countries**

**40+ million people using  
Kronos daily nearly every  
imaginable industry sector**



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## EMPLOYEE ENGAGEMENT

91% SURVEY  
RESPONSE RATE

92% VERY CONFIDENT IN  
THE FUTURE SUCCESS OF  
KRONOS

94% PROUD  
TO WORK AT KRONOS

EMPLOYEES ARE  
SURVEYED EVERY  
6 MONTHS

## GLASSDOOR 2019 – Ranked #44 of ~ 750,000 Organizations

4.0 

### COMPANY RATING

3.1 in 2013 to  
4.0 in 2019

Would Recommend

Positive Outlook

CEO Approval

79%

76%

92%

### PROFILE VIEWS

129,000 in 2013 to  
~708,000 in 2019

4.0 Overall

4.0 Culture & Values

4.1 Work/Life Balance

3.7 Senior Management

4.0

Data from Glassdoor as of 9/30/2019.



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**We believe  
great businesses  
are powered by  
great people.**

**We believe  
that great people  
deserve great  
managers.**



**TRUST AND HIGH**

**PERFORMANCE**

**WORKINSPIRED**





## HYPOTHESIS

**Managers influence...**

**Engagement**

**Retention**

**Performance**





**...BUT how?**

**What do  
employees  
care most about?**

**What manager  
behaviors matter?**

**What does great  
management look  
like?**



# What we did to find the answer...

## 1. DEFINE

**How do great Kronos managers lead every day?**

Analyze Kronos data

Focus groups

External benchmarking



Deloitte.

## 2. MEASURE

**How are individual managers performing?**

Employees rate managers

Individual manager reports

Internal benchmarking

## 3. ENABLE

**How do we help managers get better?**

1:1 coaching

Targeted training

Rewards and recognition



## 1. DEFINE

**How  
do great  
Kronos  
managers  
lead every  
day?**



**Communicates Openly and Honestly**



**Empowers & Enables**



**Develops & Encourages**



**Supports the Whole Person**



## 2. MEASURE

**How are  
individual  
managers  
performing?**

### A Great Manager...



Communicates  
Openly and Honestly



Empowers  
& Enables



Develops  
& Encourages



Supports the  
Whole Person

### Does My Manager...

*Share information from  
their leadership?*

*Empower me to  
make decisions?*

*Actively look for  
opportunities for  
me to develop?*

*Truly care about me?*





### 3. ENABLE

How do  
we help  
managers get  
better?



#### Overall Manager Effectiveness

- Significance Testing has been Applied to this Column
- Total Company Roll-Up July 2017 Significantly Above This Group
- Total Company Roll-Up July 2017 Significantly Below This Group

Item or Category	Total Company Roll-Up July 2017 N=1,400	Total Company Roll-Up Jan 2017 N=1,400	Total Company Roll-Up July 2017 N=1,400	Total Company Roll-Up Jan 2017 N=1,400	Total Company Roll-Up July 2017 N=1,400	Total Company Roll-Up Jan 2017 N=1,400
Overall Manager Effectiveness	87%	88%	87%	88%	87%	88%
My Manager - Communication	88%	88%	88%	88%	88%	88%
My Manager - Empowerment	87%	87%	87%	87%	87%	87%
My Manager - Development	88%	88%	88%	88%	88%	88%
My Manager - Support	88%	88%	88%	88%	88%	88%

MS MANAGER	QUARTILE
Overall Manager Effectiveness	2nd
Communication	1st
Empowerment	3rd
Development	2nd
Support	2nd





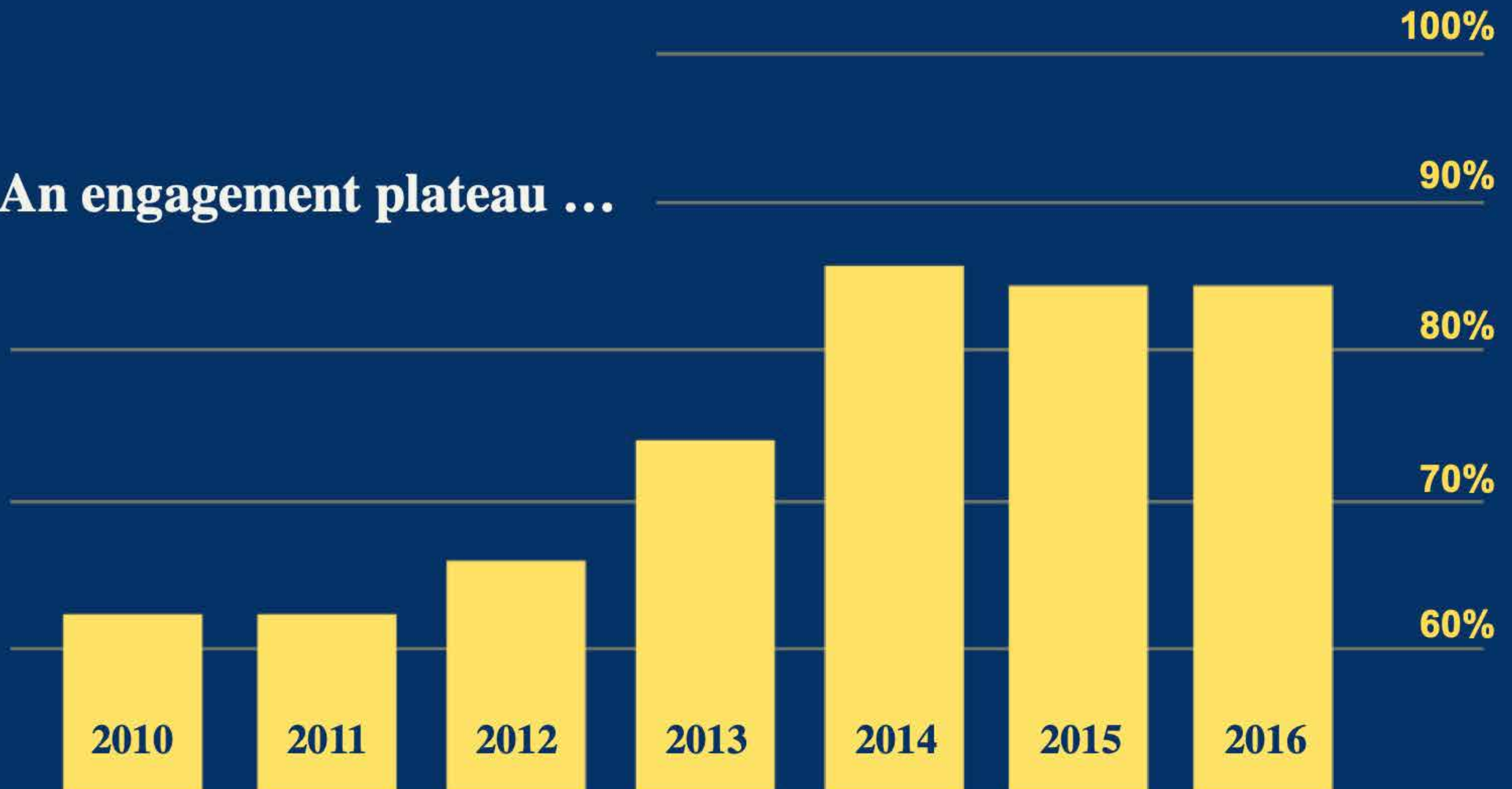
# Our Results

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## An engagement plateau ...





# The first 12 months post-launch

**50%**  
Engagement  
variance  
explained by  
MEI

**+6%**  
Increase in  
MEI scores

**+3%**  
Increase in  
engagement  
scores

**+2%**  
Increase in  
retention  
indicator

**-1%**  
Decrease in  
voluntary  
turnover



# Manager Effectiveness in Action...



**Susan**  
Kronos VP



# Keys to Success

**High-trust  
culture  
(pre-requisite)**

**Evidence-based and  
data-driven  
approach**

**Early and active  
involvement  
with all levels of  
management**





**Recruiting &  
Selection**



**Onboarding**



**Performance  
Management**



**Development**



**Total Rewards**

**“Hardwire” a Strong Employee & Manager Relationship**

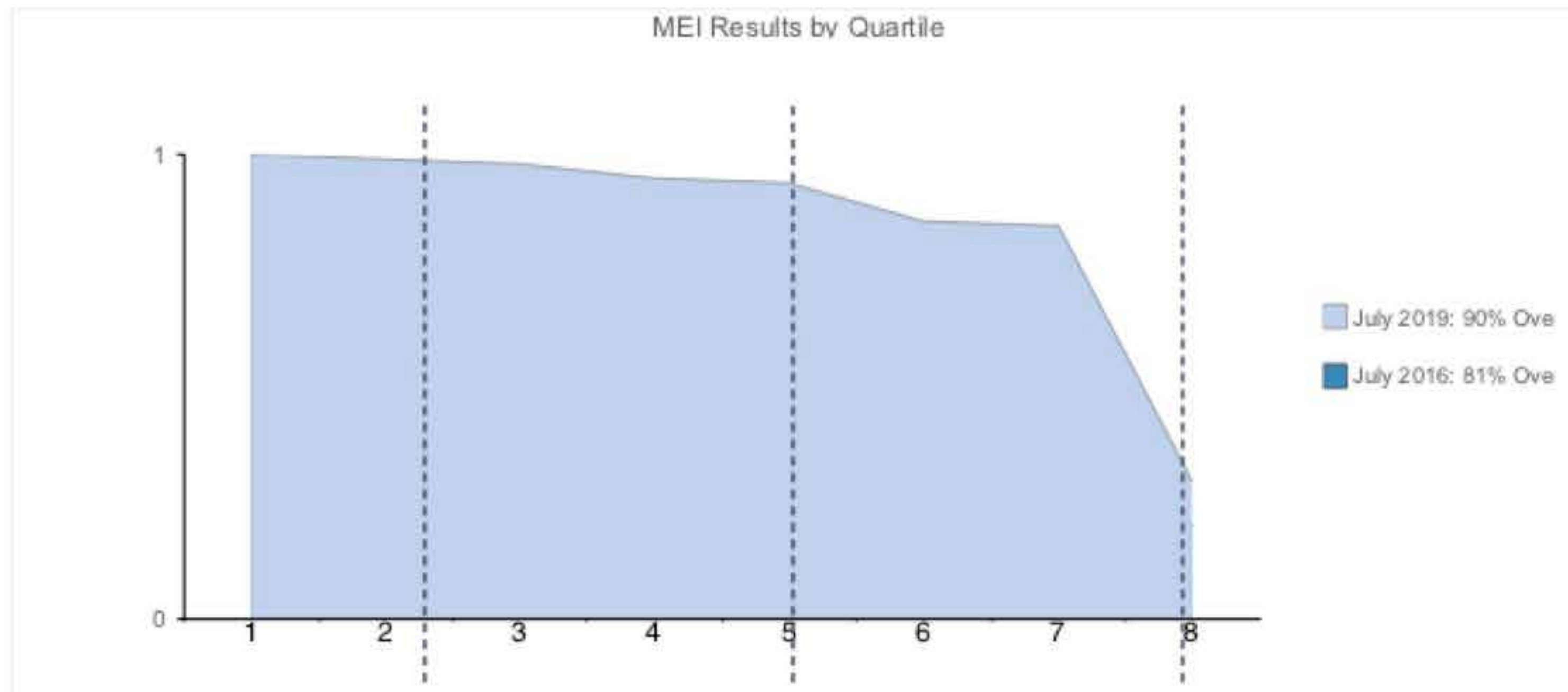




**What's next?**



# Optimizing Manager Effectiveness

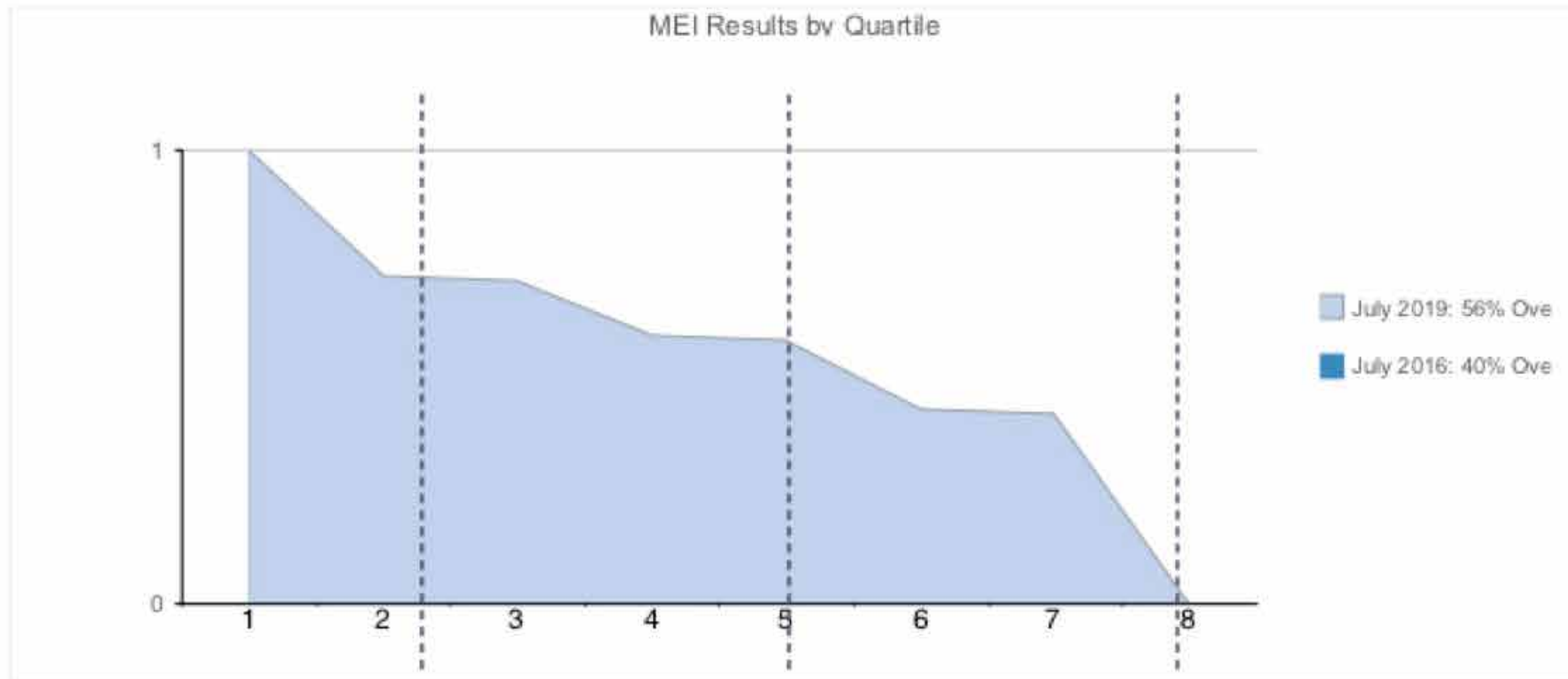


	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
<b>MEI</b>	99% (+1)	97% (+7)	91% (+11)	74% (+11)
<b>Engagement</b>	100% (+7)	95% (+6)	89% (+6)	74% (-3)
<b>Retention</b>	100% (+8)	100% (+14)	85% (+6)	64% (+4)
	N = 173 Teams, 970 Resp.	N = 182 Teams, 1,178 Resp.	N = 217 Teams, 1,515 Resp.	N = 193 Teams, 1,339 Resp.

% Favorable: July 2019 Total Kronos by Individual Manager Team (Direct Report) of teams with 3 or more respondents compared to July 2016.



# Optimizing Manager Effectiveness



	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
<b>MEI</b>	83% (+13)	65% (+18)	51% (+19)	29% (+15)
<b>Engagement</b>	81% (+10)	59% (+9)	43% (+7)	24% (+7)
<b>Retention</b>	95% (+15)	76% (+14)	63% (+18)	34% (+11)
	N = 200 Teams, 1,269 Resp.	N = 188 Teams, 1,348 Resp.	N = 188 Teams, 1,245 Resp.	N = 189 Teams, 1,139 Resp.

*% Favorable: July 2019 Total Kronos by Individual Manager Team (Direct Report) of teams with 3 or more respondents compared to July 2016.*





# Let's chat

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