



# Creating a Culture of Engaging Managers

---

**Kamaria Scott - Head of North America Learning - FIS**





# CREATING A CULTURE OF ENGAGING MANAGERS

---

Kamaria Scott

Head of North America Learning

**People don't leave organizations,  
they leave\_\_\_\_\_.**

# Let's Talk About Culture

Culture is a set of living relationships working toward a shared goal. It's not something you are, it's something you do. - Daniel Coyle

---

A culture can evolve only out of mutual experience and shared learning. - Edward Schein

---

Expression of norms, values, language, artifacts, symbols

---

A way of life, how we do things



# Where Do We Start?

**PERSPECTIVE**

**PRACTICE**

**COMMUNITY**



**DEFINED CHANGE  
MANAGEMENT  
APPROACH**

# Perspective

## Cast a vision of success that is:

- Aligned to desired outcomes
- Clear and concise
- Actionable



Best Practices

# Practice

## Develop learning opportunities that:

- Shrink the change
- Focus on key conversations and interactions
- Include performance support



# Community

## Create an environment that allows for:

- The exchange of ideas, challenges, and success stories
- Peer support and engagement
- Collaborative focus on application





# How Do We Get There?

**Awareness**

Share the nature of the change and why it is necessary

- Effective Communications
- Sponsorship
- Coaching
- Access to Information

**Desire**

Understand and match personal motivators

- Assess Risks/Anticipate Resistance
- Engage employees in the change
- Align Incentives

**Knowledge**

Provide “training” on how to change and perform effectively

- Effective “training”
- Job Aids
- Align Incentives
- One-on-One Coaching
- User Groups/Forums

**Ability**

Provide support for practice

- Manager Involvement
- Access to SMEs
- Hands on Exercises
- Performance Monitoring

**Reinforce-ment**

Address factors that serve to sustain the change

- Celebrations and Recognition
- Rewards
- Employee Feedback
- Performance Monitoring

- Perspective
- Practice
- Community

# How Do We Get There?

## Awareness

Share the nature of the change and why it is necessary

- Empower Hour Series
- Inspiring Excellence Podcast
- People Survey results and outcomes

## Desire

Understand and match personal motivators

- TPO Process Alignment
- Aligned to metrics and outcomes
- Efficient, practical and engaging design

## Knowledge

Provide “training” on how to change and perform effectively

- Learning Labs
- Table Talks
- Toolkit
- Dedicated Digital Community

## Ability

Provide support for practice

- Behavior Planning Guides
- Line Manager Engagement Activities
- Sprint to Excellence Challenges

## Reinforcement

Address factors that serve to sustain the change

- Manager Testimonials
- PM Process Integration
- Recognition through certification

# What is Our Progress?

## Survey Results



92%

Thought the program clearly defined expectations of managers

92%

Felt comfortable participating and sharing

88%

Are confident they can apply Key Behaviors with their teams

### “Please share the most valuable takeaway from participation in the Manager Excellence or applying Best Practices”

“The overall program is well-designed to cater to the need of moving our management skills towards operation excellence. If the ideas and concepts discussed are actually implemented operationally they will have long-lasting effects on leaders as well as their teams.”

We implemented questions from ‘Know Your Team’ from the toolkit with our entire team and response has been excellent! People enjoyed the session; it was fun with lots of laughter and they learned a lot of new things about each other

“The way the material was represented helped make connections to the issues I’m having within my own team and helped me see a new way of handling those issues.

“Celebrate Success, this has always been a weak point for me, as I always overlook the minor things for the major moments. This topic help bring into focus that importance of the small success as much as the large ones.”

Having a vision for all aspects of day to day activities. Not only strategy but things like team culture.

We *\*think\** we know what our core values are but talking through our actions helps make sure they line up with our values.

86%

Used a tool

5.6

Avg. tools used per participant

## Top 5 Tools Used

63%

Performance Conversation Guides

49%

Team Insight Activities and Ice Breakers

41%

Team Recognition Ideas

35%

GYOC on FIS & Me

31%

Opportunity Graph in Workday

# What's Next?

## FIS

PM/Succession Alignment

Recognition Through  
Certification

Employee Stories

## YOU

Create a Destination

Shrink the Change

Create a Movement