



A Supervisor's Guide to Maximizing ROI

GAMA's 3-Step Process for Getting the Most From Your Leadership Development Investment

Step One: Listen

Take the time to learn what the *Essentials* experience has meant to the manager, both personally and professionally.

The manager's most important thoughts and feelings will not be included in their to-do list or business plan, but understanding them is critical to understanding what has changed about the person as a result of the training.

Understand their transformation by asking questions such as:

- Was it worth a week out of your life? Why?
- Did it meet your expectations? In what ways? What did you get out of it?

Step Two: Implement Immediately

The strong momentum following the class can only be sustained by acting on the to-do list quickly and reaping its benefits.

Each manager will return with a to-do list of improvement ideas that can be implemented during the next 6 months.

Incorporate this list into the manager's current 1-year business plan to both demonstrate your support and to show that you expect the manager to follow through.

You are now holding the manager accountable to maintaining a CEO mindset of continuous growth and improvement.

Step Three: Achieve the Vision

Incorporate these goals into your planning and follow-up meetings and return to them consistently in your future discussions.

The field leader will return from class with a 102-page business plan that builds out their 10-year vision for their organization. Listen and understand what this vision looks like to the manager. The better able they are to describe its details; the better they'll be at building a road to achieve it.

This long-term plan provides the core and the framework for all future business planning.

This step will need a separate and very different conversation from the previous two steps. In support of their vision, work with the manager to set 1-, 3-, 5-, 7- and 10-year benchmarks for each long-term goal.