Put the Human Back in Resource

Jessica Weisz

COO

SoapBox

platinum sponsor

Service ROCKET

Intros: Me

McKinsey&Company

BMO Financial Group

McGill UNIVERSITY

Ivey Business School
WESTERN UNIVERSITY · CANADA

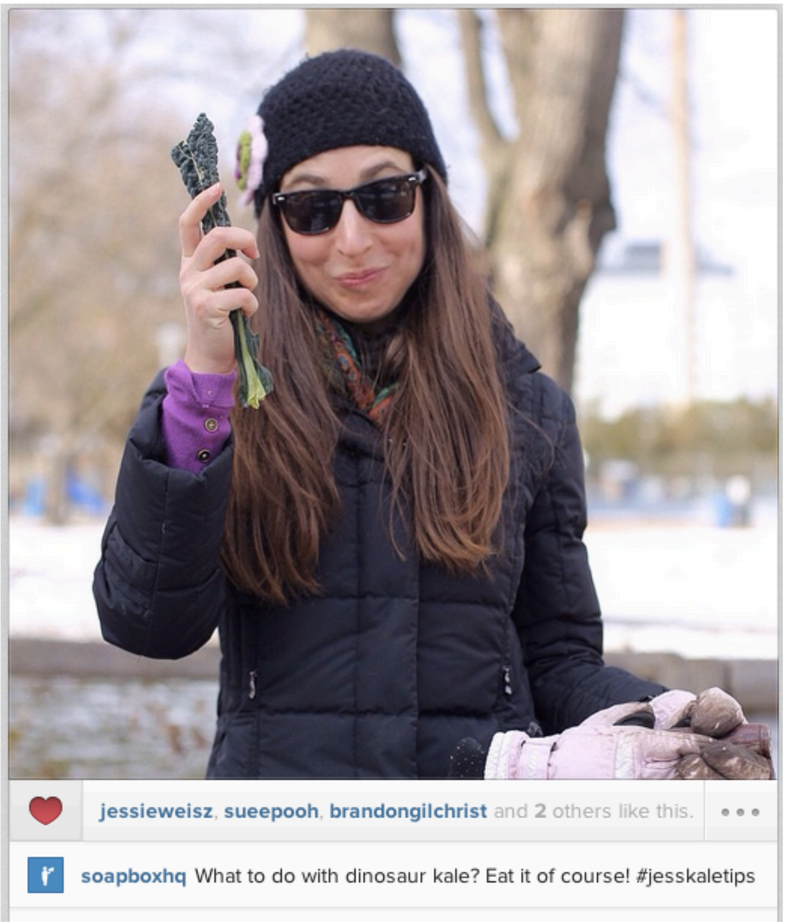
- Strategy
- Change management
- Client services
- Online and mobile experience

Intros: Me

SoapBox makes the workplace more human and higher performing.

Intros: Me

OH
KALE
YEAH!


jessieweisz, sueepooh, brandongilchrist and 2 others like this.
soapboxhq What to do with dinosaur kale? Eat it of course! #jesskaletips

Intros: You

- Customer size?
- Team size?
- Business type?

Intros: You

What is your job?

Conferences like these make my head spin

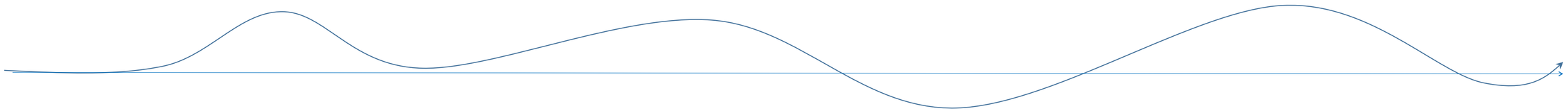
Stuff gets in the way of my team being higher performing.

***How* people work** (the day-to-day thoughts, emotions, activities) **matters just as much as *what* people work on** (strategy, plans, tactics)

Plan for our time

1. What gets in the way of employee performance
2. Why this matters
3. What to do about it

The customer experience

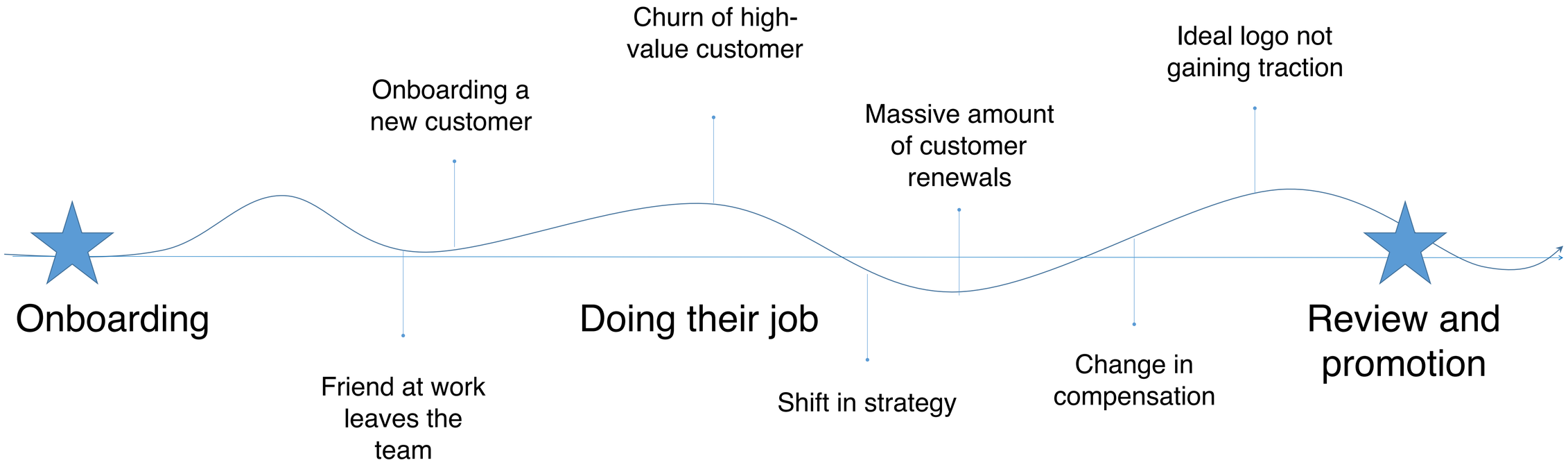


Onboarding

Adoption

Renewal and growth

The employee experience



Start-up Hotel

1 Scale-up Street, High Rent City, Anywhere

CSM Woes Laundry List

Name _____ Date_____

Employee No._____ Slack Name_____

✓	Item	QTY.	✓	Item	QTY.	
	Mean customer			Product feature need		
	No show call			Process changes required		
	Person that doesn't email back			Clarity on strategy		
	Too many clients to juggle			Clarity on team goals		
	Poor fit with value prop			Professional growth		
	No time for product			Salary increase		
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All items will be resolved at the managers discretion. If too many are ordered there is a risk of burnout.				Company culture		
				Total		

The negative cycle

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Disengagement

Poor Performance

WHAT GETS IN THE WAY OF EMPLOYEES BEING AWESOME

Managers.

Specifically, managers doing the *wrong role* and the *wrong tactics*, *consistently.*

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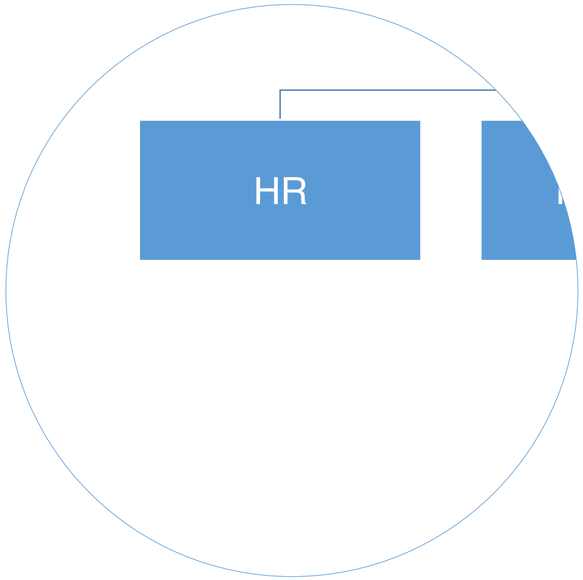
HR

Typical HR-led Engagement Tactics

Communications

Celebrations

Career planning

Performance evaluation revamp

Recognition

Training programs

Health and wellness activities

More employee engagement surveys

WE KNOW WHY

Managers account for at least 70% of the variance in employee engagement scores…”

Gallup’s *State of the American Manager*

Thing that makes you go hmmm:

Have you had a bad manager? How did you feel Monday morning?

WHAT GETS IN THE WAY OF EMPLOYEES BEING AWESOME

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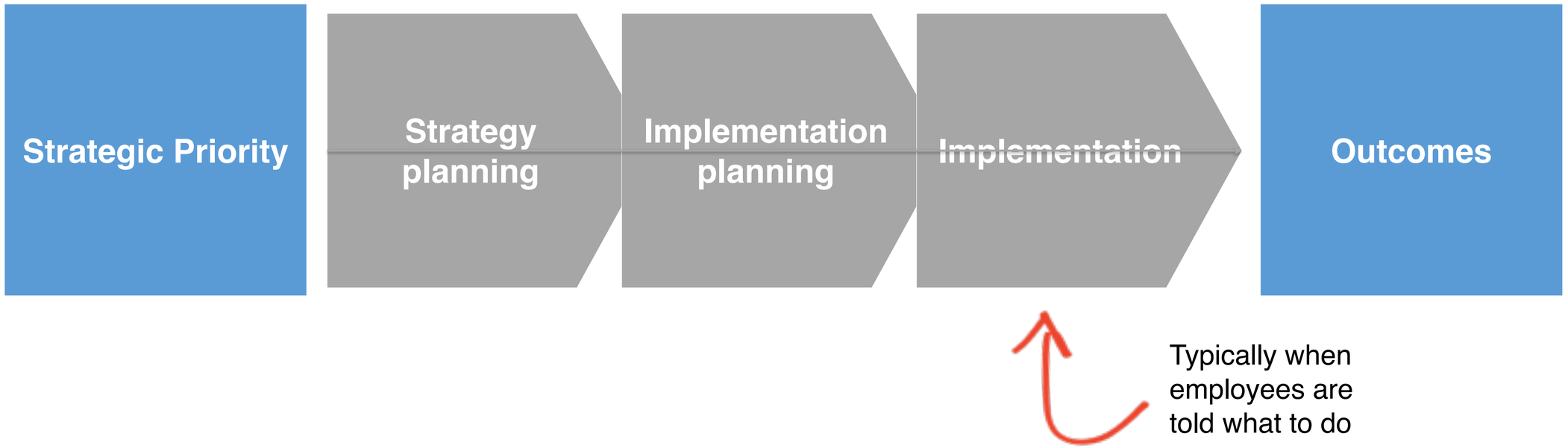
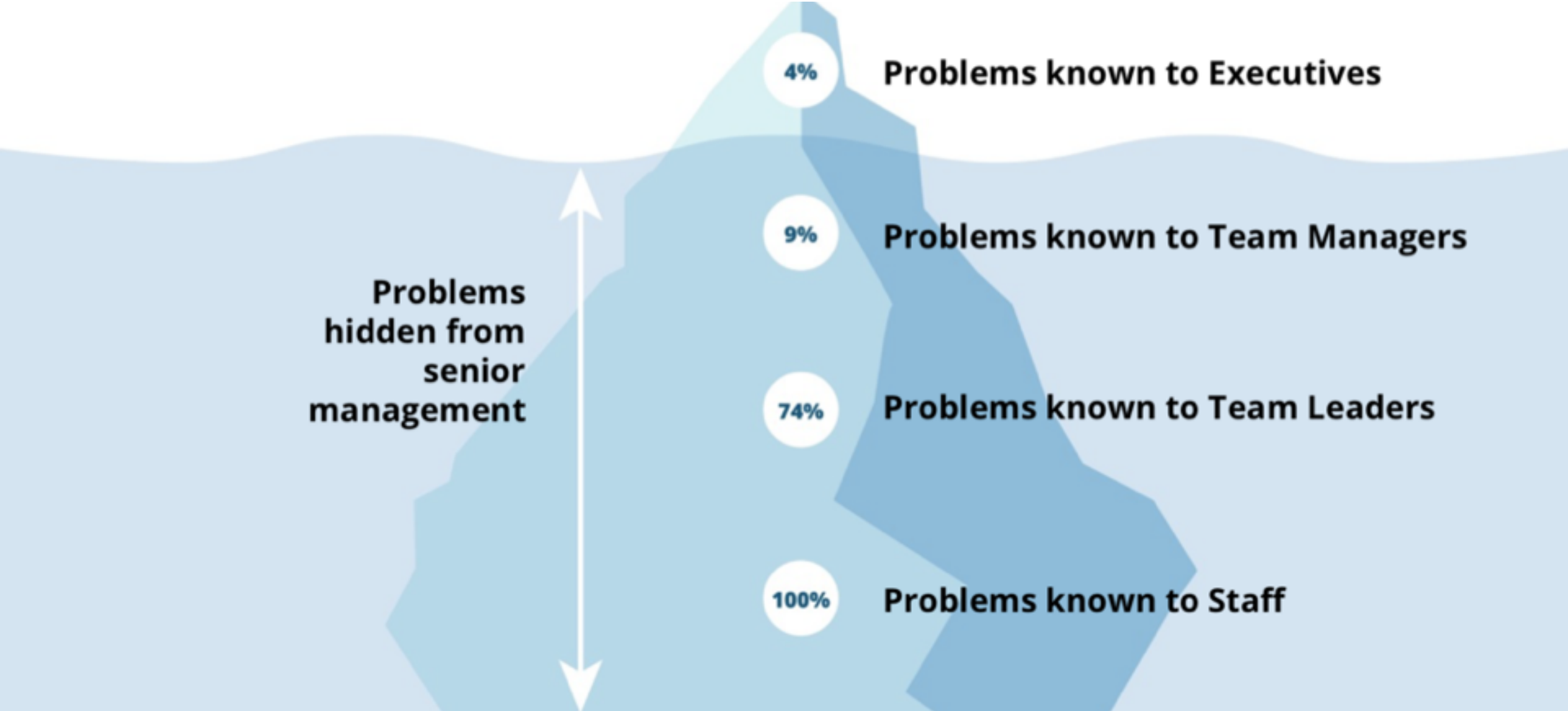
The Management Flow



The Management Iceberg of Ignorance



Thing that makes you go hmmm:

Have you ever felt held back by an unaddressed opportunity, issue, or question?

WHAT GETS IN THE WAY OF EMPLOYEES BEING AWESOME

Managers.

Specifically, managers doing the *wrong role* and the *wrong tactics*, *consistently*.

“Employee Engagement is our Top Priority”

- CEO’s and their HR team for the past 16 years

~18% US Workers ACTIVELY DISENGAGED

Not Engaged

HERE'S THE PROBLEM

Employee Engagement Scores **haven't changed in 16 years.**

~30% US Workers Engaged

2000

2016

Thing that makes you go hmmm:

How many times have you resolved to change and then fell back into old habits?

RECAP:

Poor management gets in the way of awesome employees.

1. Managers do the wrong role à Managers aren't focused on motivating employees
2. Managers do the wrong tactics à They aren't aware of the real problems to solve
3. Managers do this consistently à And easily fall into old habits

Plan for our time

1. ~~What gets in the way of employee performance~~
2. Why this matters
3. What to do about it

My team is everything.

Why motivated employees matter

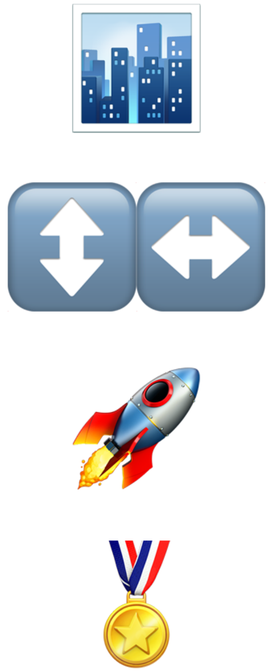
Your employees make or break your customer experience.

Your employees bring to life everything you learn at CS100.

The old way of working wont cut it

LEGACY OF WORKING NORMS

THE NEW NORMAL AT WORK



Plan for our time

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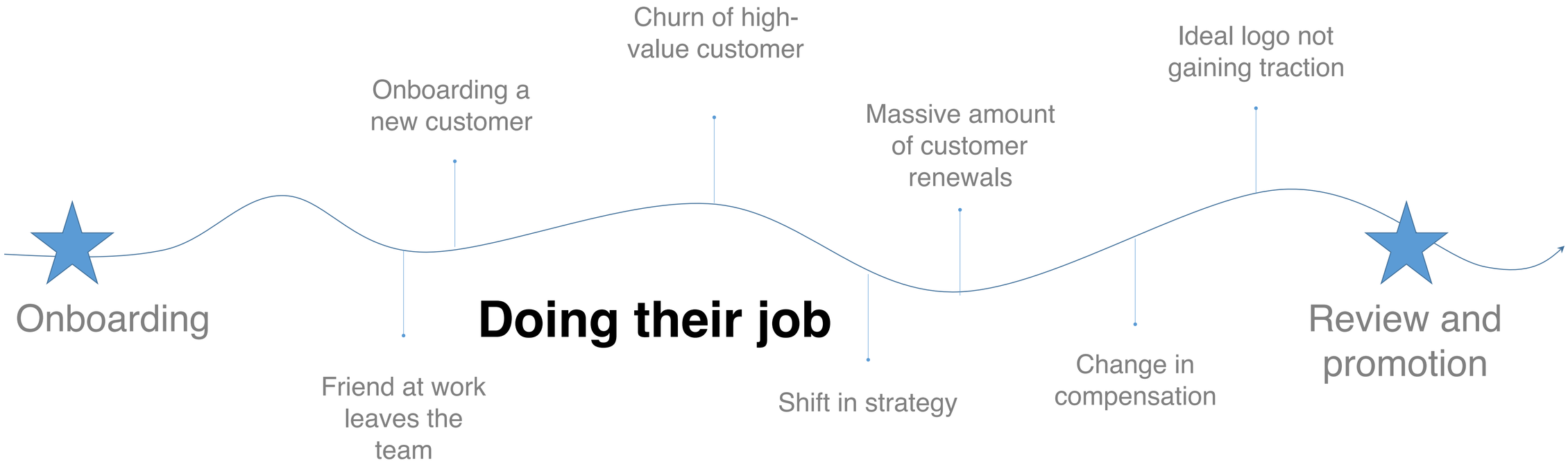
2. ~~Why this matters~~
3. What to do about it

The employee experience



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✓	Item	QTY.
	Product feature need	
	Process changes required	
	Clarity on strategy	
	Clarity on team goals	
	Professional growth	
	Sales [illegible]	
	Company culture	
	Bugs in the system	
	Misalignment with sales	
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	Product roadmap surprises	
	Company culture	
	Total	

Standard onboarding steps
Email templates
QBR outlines

↓

Confidence

Hire additional CSMs
ClientSuccess (a.k.a. Bliss)

↓

Relief

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OKRs
All Hands meeting
Weekly review of metrics

↓

FOCUS

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This s!@# could all be wrong.

THE ONE THING THAT MATTERS TO TEAM PERFORMANCE

Managers.

Specifically, build a *habit* of having *discussions with employees* about the *things that matter most.*

But Jess, we're 46 slides in and you haven't given me a takeaway!

Take all the notes you can.

Then **stop**.

And ask your team one question.

What can I, our team, or you do to achieve our goals?

Then go do the s!@# you learned about at CS100 that *matters to your employees*.

Check out the Atlassian Team Playbook

Team Playbook Health Monitors Plays Game Plans About

The Atlassian Team Playbook

OUR NO-BULLSHIT GUIDE TO UNLEASHING YOUR TEAM'S POTENTIAL

Already know why you're struggling?

Tell us what ails your team, and we'll suggest a few remedies. Click on a pain point to get started.

Competing priorities

Disagreement over goals has your team pulling in different directions.

Stagnation

You're working hard... but just not getting anywhere.

Empathy debt

You're only guessing about who your customers are and how to satisfy them.

Poor communication

Team members and stakeholders are left out of the loop.

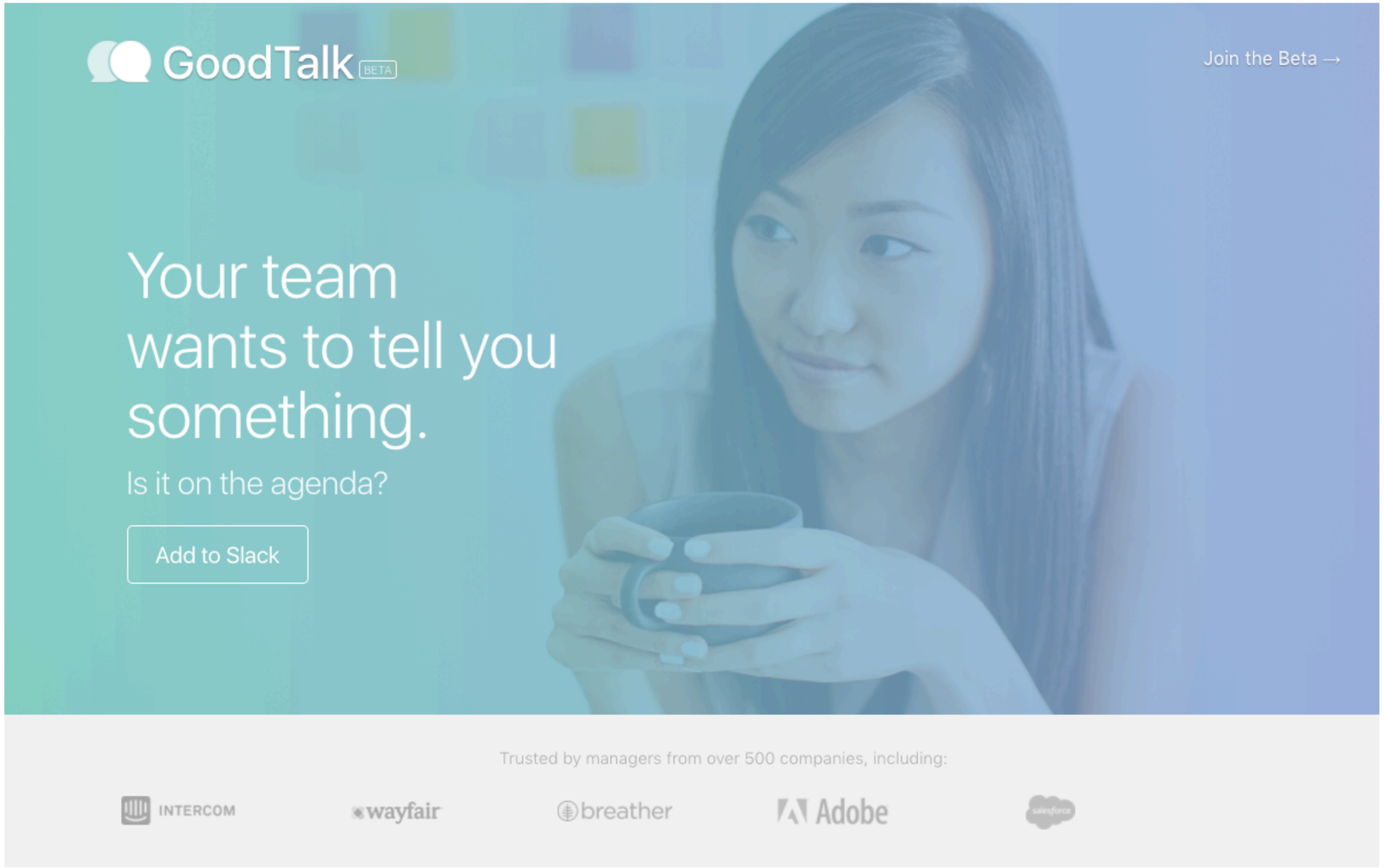
Indecisiveness

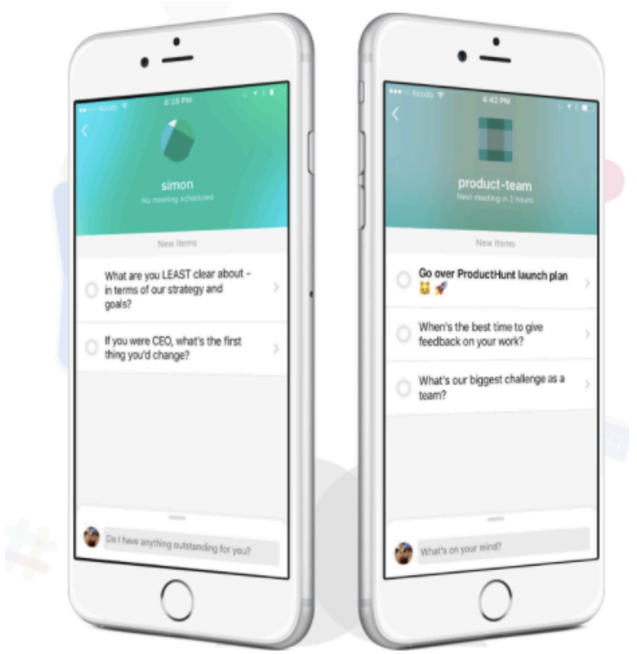
Decisions stall out, or get revisited (again, and again, and again...).

Lack of ownership

Accountability is unclear, driving trust and morale to all-time lows.

Make good one-on-ones and team meetings a habit with SoapBox





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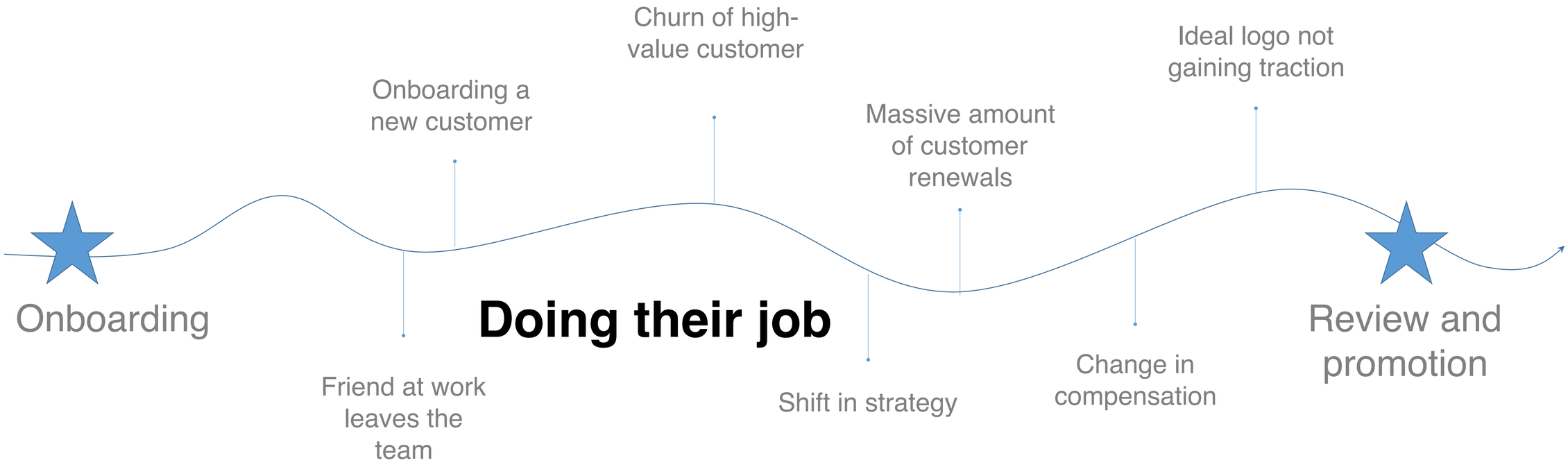
Do some tech-less introspection

What is your job?

Thems a lot of slides. Boil it down for me again.

The employee experience



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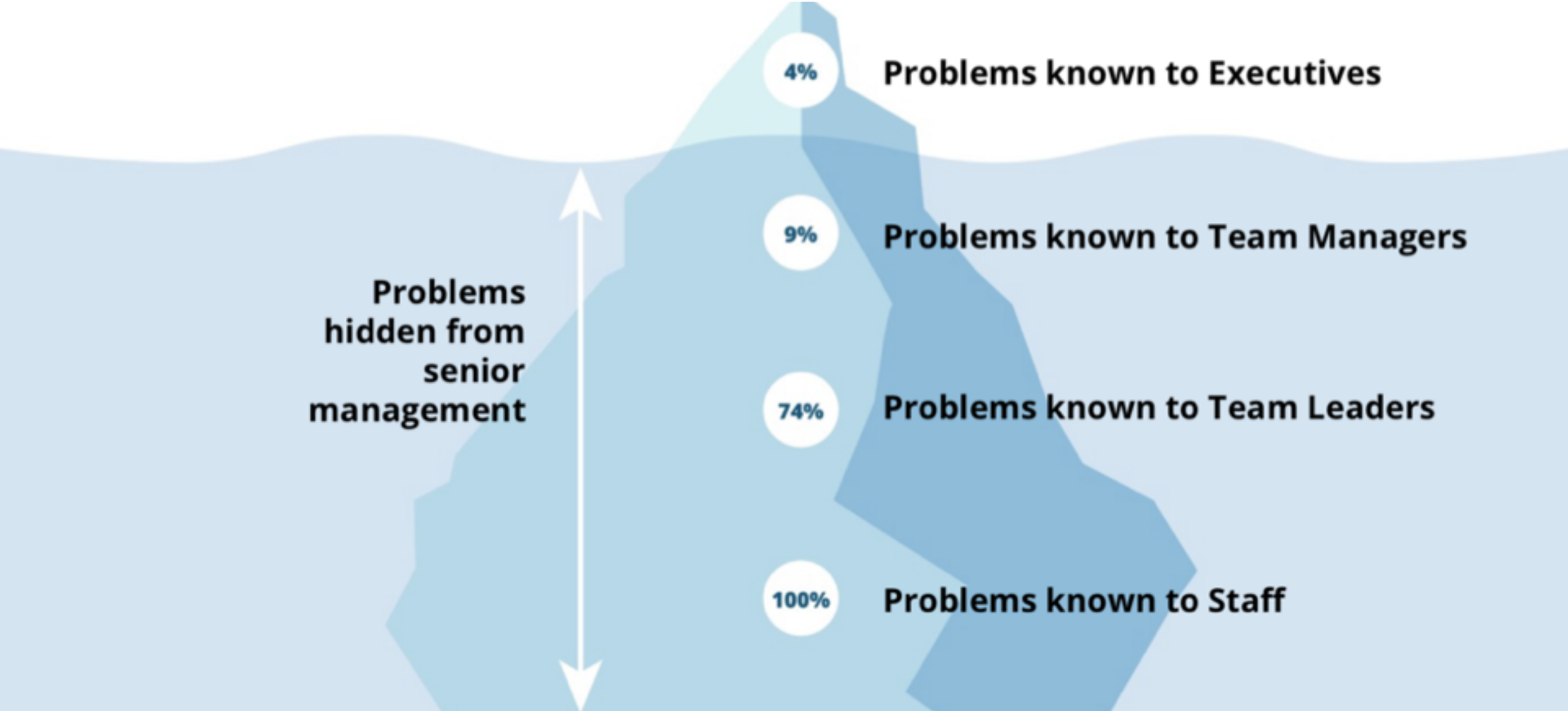

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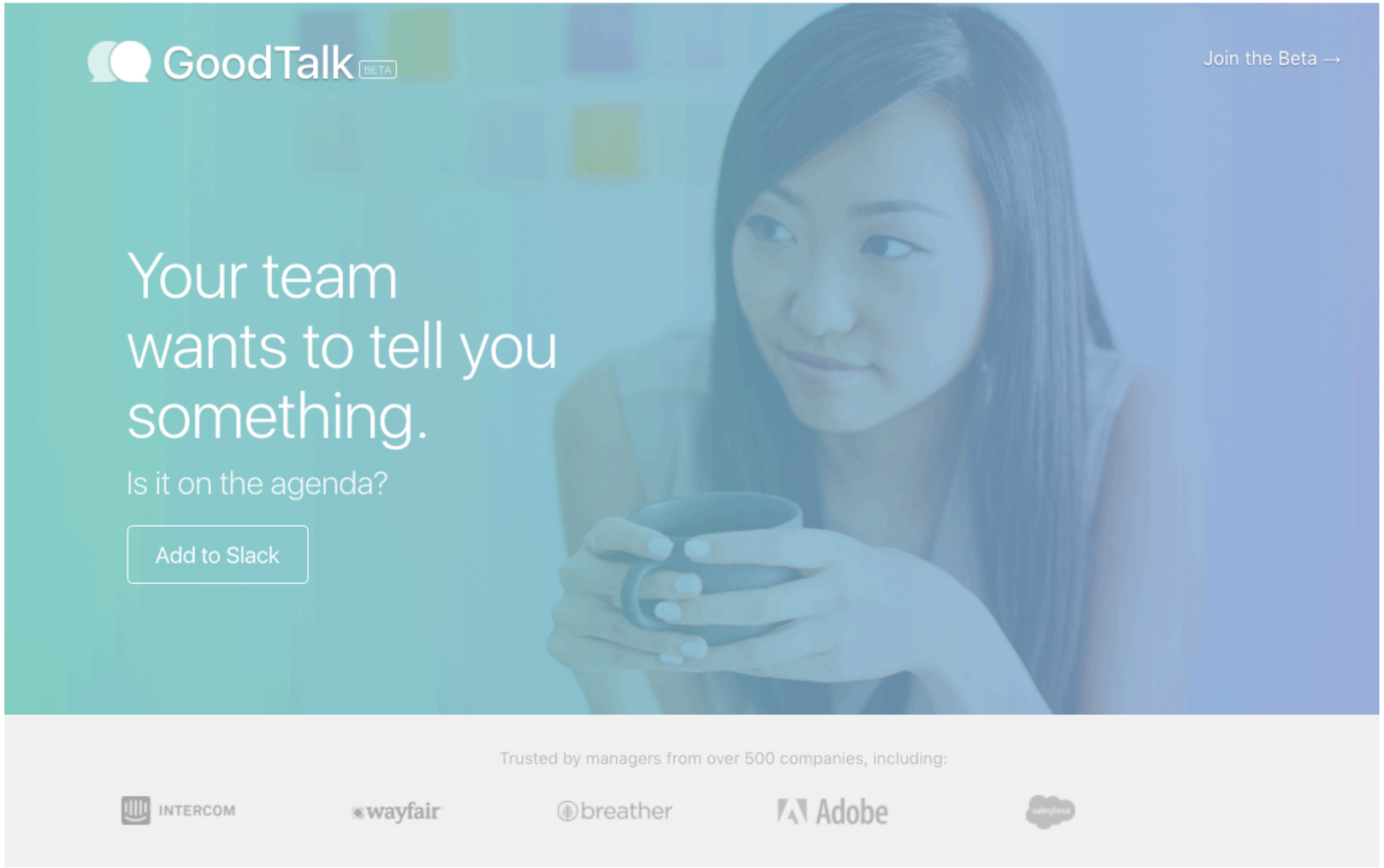

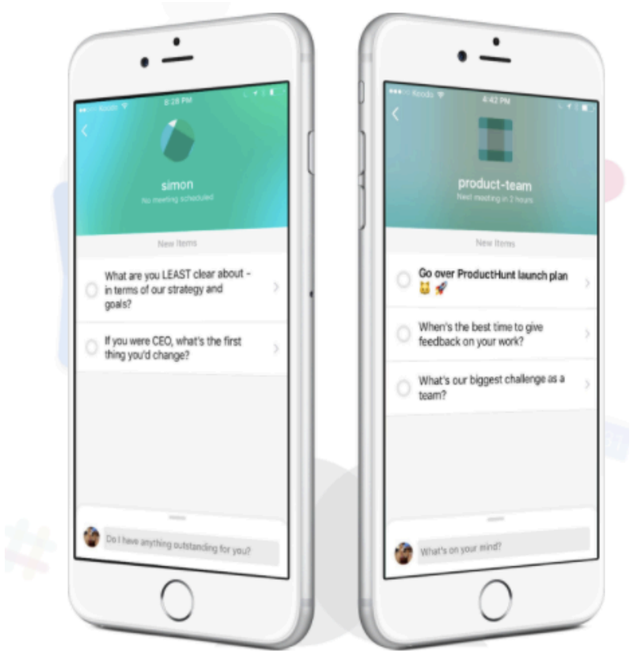

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