PEOPLE LEADER ESSENTIALS

Introductions

Before we get started, let's introduce ourselves to one another. We're going to pair off in a zoom breakout room. You'll interview your partner and ask the following questions:

• What's a fun fact about you?

• What do you want to learn today and tomorrow?

• What are you most worried about?

• To get the most of your learning experience, what do you need to commit to?

Agenda

Day 1

- ServiceNow Leadership Expectations
- Employee Lifecycle
- Self-Care
- Psychological Safety
- Skill vs Will Intro
- Wrap Up + Action Planning

Day 2

- Goals + Feedback
- Coaching + GROW Model
- Getting Alignment
- Performance Management
- Wrap Up + Action Planning

Objectives

1

A clear understanding of what is expected from a People Manager at ServiceNow.

2

Explore new tools and techniques to support you with these expectations.

3

Gain new and deeper relationships with other ServiceNow leaders.

Leadership Expectations

Day 1: People Leader Essentials

Leadership Expectations

- Break into groups.

- Discuss: **Who do you admire as a great people leader and why?**

- Nominate a spokesperson to share key themes and common characteristics / behaviors from your discussion.

- When groups return, ask a few rooms to share their key themes / common characteristics.

- Some can share verbally, others to post in Chat.

- You have 7 minutes to debrief the exercise.

Breakout Session

Leadership Expectations

Managers will use these skills to bring the Leadership Expectations to life

Drive Results	Lead Change	Win as a Team	Grow Team + Self
Align Team	**Cultivate Innovation**	**Engage + Inspire**	**Develop Talent**

Leadership Expectations

Drive Results	Lead Change	Win as a Team	Grow Team + Self
Breakout Session	**Breakout Session**	**Breakout Session**	**Breakout Session**
Groups 1 + 5	Groups 2 + 6	Groups 3 + 7	Groups 4 + 8

Leadership Expectations

Rate Yourself

In the Learner Guide, take a minute to self-reflect. Rate yourself in each one of the soft skills within the Leadership Expectation pillars.

- Add your scores as directed by the Learner Guide.

- Compile your scores and find your lowest rating.

- Take time to write down some things you can do to improve in this area.

Breakout Session

Employee Journey

Day 1: People Leader Essentials

Employee Journey

- Employee journey mapping is **a way to measure the employee experience at every stage of an employee's tenure at the company**.

- The employee experience is how the employee feels about workplace interactions and events.

Employee experience is a **"company-wide initiative to help employees stay productive, healthy, engaged and on track."** – Josh Bersin
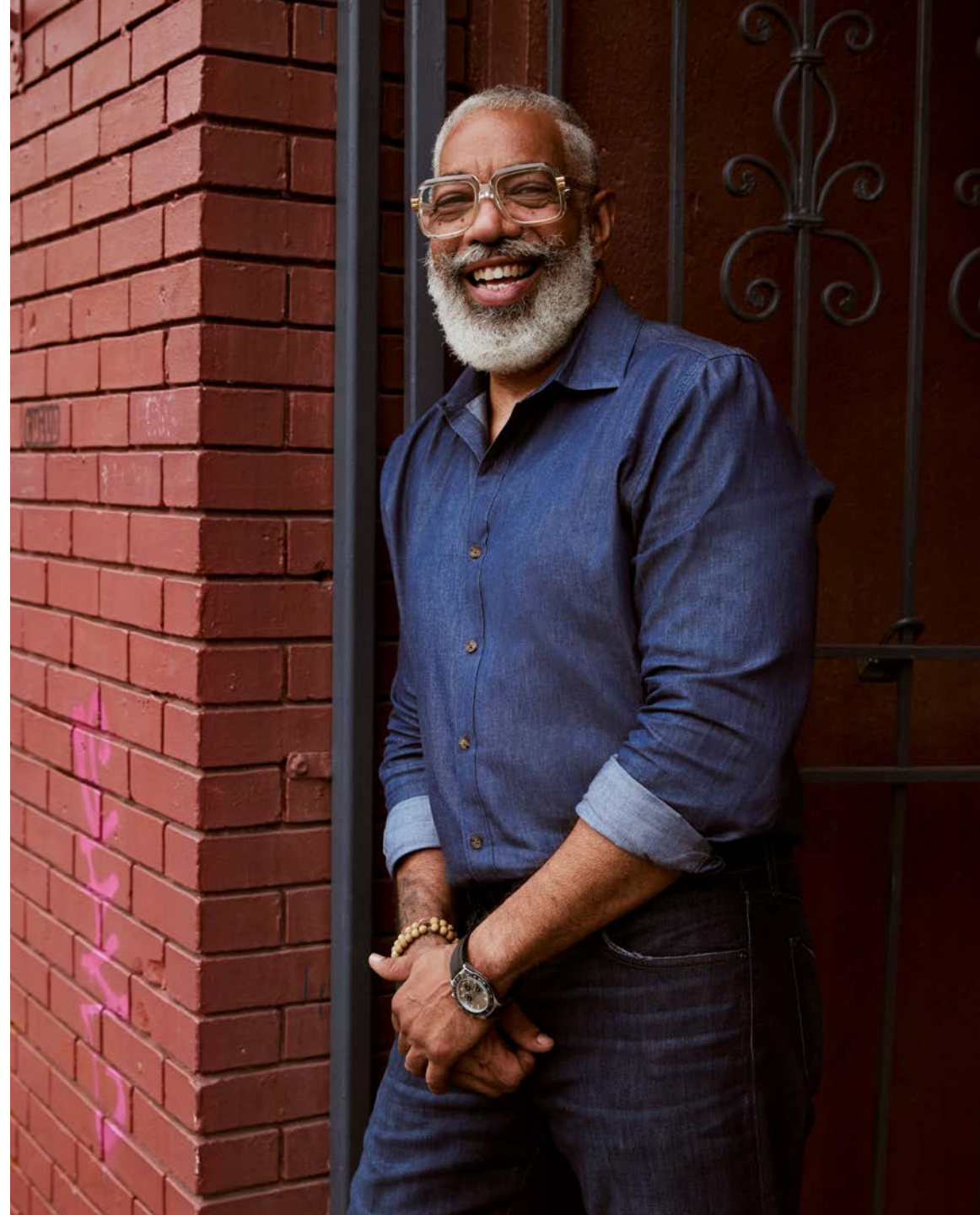
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Employee Journey

Why it matters

- **People Leaders** play an incredibly important role (arguably **the most** important role) in their team members' experience.

- Your day-to-day actions shape what it feels like to be a part of the ServiceNow team, making it vital to be intentional about how we guide our employees through their journey.

- It starts before they're even hired and lasts all the way through offboarding.

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Employee Journey

Breakout Session

Employee Journey

Spilt into teams. Each team will be assigned one portion of the employee lifecycle and given a scenario.

Your job is to use the employee portal to find out:
1. Which teams/people you should partner with to solve your scenario.
2. What role you'll play as a leader in your scenario.
3. Your first action item in responding to your scenario.

Employee Journey

Recruit + Hire

Involves opening a requisition, writing the job description and posting role, going through interviews, working with TA, and potentially getting/accepting an offer.

Scenario:

You have an open HC that you need to hire. What do you do?

Who's involved:

List the people/teams involved.

What role you'll play:

Describe the role managers play in this portion of the employee lifecycle.

Offboard

Recruit + Hire

Onboard

Perform + Reward

Set Goals + Develop

Employee Journey

Onboard

Getting new hires, the information they need to know first about the company and the role, welcoming them to the team, establishing a sense of belonging

Scenario:

Congratulations your candidate accepted your offer! What's next?

Who's involved:

List the people/teams involved.

What role you'll play:

Describe the role managers play in this portion of the employee lifecycle.

Offboard

Recruit + Hire

Onboard

Perform + Reward

Set Goals + Develop

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Employee Journey

Set Goals + Develop

Setting your employees up for success.
Do they have role clarity? Do they know what is expected? Do they have a career path?

Employees will set goals and develop their skills by working on stretch assignments and taking advantage of learning opportunities.

Scenario:

It's time to set goals with your new hire.

Who's involved:

List the people/teams involved.

What role you'll play:

Describe the role managers play in this portion of the employee lifecycle.

Offboard

Recruit + Hire

Onboard

Perform + Reward

Set Goals + Develop

Employee Journey

Perform + Reward

Performance management, Growth Conversations, Annual Compensation Review, Promotion opportunities.

Scenario:

1. Employee is struggling now. What?

2. High performer/high potential. How do you keep them engaged and motivated?

Who's involved:

List the people/teams involved.

What role you'll play:

Describe the role managers play in this portion of the employee lifecycle.

Recruit + Hire

Offboard

Onboard

Perform + Reward

Set Goals + Develop

Employee Journey

Offboard

Retirement, voluntarily or involuntarily leaving the company. Creating an "as good as possible" experience for the employee and team.

Scenario:

You have an employee that will separate from the company now what?

Who's involved:

List the people/teams involved.

What role you'll play:

Describe the role managers play in this portion of the employee lifecycle.

Offboard

Recruit + Hire

Onboard

Set Goals + Develop

Perform + Reward

Employee Journey

What you learned

Each team report back

- Who do managers partner with on that portion of the lifecycle?

- What role does the manager play?

Recruit + Hire

Onboard

Set Goals + Develop

Perform + Reward

Offboard

Employee Journey

Leaves of Absence

Recruit + Hire

Offboard

Change in Management

Internal Transfers

Immigration

Benefits Questions

Crisis Management

Team Building

Acquisitions

ADA Accommodations

Onboard

ER Investigations

Perform + Reward

EVS

Leveling

Return to office

Recognition

Global Team Management

Set Goals + Develop

Employee Journey

Recruit + Hire: Answers to Scenario Questions

You have an open HC that you need to hire. What do you do?

Who's involved:

TA, HR, Brand + more.

What role you'll play:

Managers play a huge role in the experience of employees, which creates the organic pieces of our employment brand.

Be prepared, create great interview panels, and create strong partnership with TA.

Offboard

Recruit + Hire

Onboard

Perform + Reward

Set Goals + Develop

Employee Journey

Onboard: Answers to Scenario Questions

Getting new hires, the information they need to know first about the company and the role, welcoming them to the team, establishing a sense of belonging.

Who's involved:

TAG, IT, your team.

What role you'll play:

Managers own the experience of new hires.

Assigning an onboarding buddy, checking in frequently and having an established plan are all a part of a successful onboard.

Recruit + Hire

Offboard

Onboard

Perform + Reward

Set Goals + Develop

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Employee Journey

Set Goals + Develop: Answers to Scenario Questions

Employees will set goals and develop their skills by working on stretch assignments and taking advantage of learning opportunities.

Who's involved:

TAG, HRBP, Business Leader.

What role you'll play:

Work closely with your leadership to make sure goals are clear and well established, direct employees to learning opportunities and seek out chances for employees to take on stretch projects.

Seek to understand development goals for each of your team members.

Recruit + Hire

Offboard

Onboard

Perform + Reward

Set Goals + Develop

Employee Journey

Perform + Reward: Answers to Scenario Questions

Performance Management, Growth Conversations, Annual Compensation Review, Promotion opportunities.

Who's involved:

HRBP, HRG, Comp.

What role you'll play:

You'll be heavily involved in rewarding your employees during ACR, promoting your team members, and managing performance, including PIPs.

Recruit + Hire

Offboard

Onboard

Perform + Reward

Set Goals + Develop

Employee Journey

Offboard: Answers to Scenario Questions

You have an employee that will separate from the company now what? Retirement, voluntarily or involuntarily leaving the company. Creating an "as good as possible" experience for the employee and team.

Who's involved:

HRBP, Employee Relations, Manager.

What role you'll play:

Own offboard planning by proactively thinking about communications plans, transition plans, and kicking off the recruitment for a backfill if necessary. Being gracious when team members take another role.

Offboard

Recruit + Hire

Onboard

Perform + Reward

Set Goals + Develop

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Self-Care

Day 1: People Leader Essentials

Self-Care
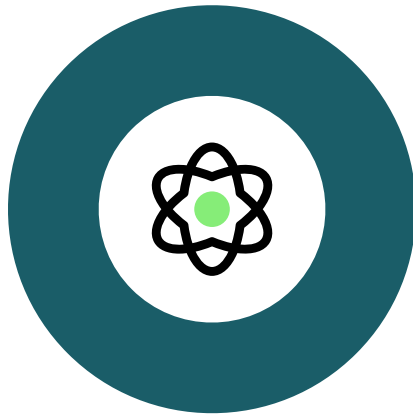
Drive Results	Lead Change	Win as a Team	Grow Team + Self
Align Team	Cultivate Innovation	Engage + Inspire	Develop Talent

Self-Care

Impact of People Leaders	Impact on Employees	Impact on Business

Impact of People Leaders

9-Box

Leadership Expectations

Team Environment

Impact on Employees

Physical

Emotional

Financial

Wellbeing

Inclusion + Belonging

Engagement

Recognition

Performance

Career Dev

Grow + Develop

Impact on Business

1. Talent Attraction
2. Retention
3. Productivity
4. Innovation
5. Customer Experience

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Self-Care

EVS Survey Item	March 2021 (Full EVS)	September 2021 (EVS Pulse)
I am able to arrange time out from work when I need to.	74% Favorable (15ppts. below External Benchmark)	82% Favorable (8ppt. increase from March)
Our culture promotes a healthy blend between work and personal life.	71% Favorable (11ppts. below External Benchmark)	72% Favorable (1ppt. increase from March
I believe my workload is reasonable for my role.	64% Favorable (14ppts. below External Benchmark)	65% Favorable (1ppt. increase from March)
At present, my levels of stress feel manageable.	N/A	65% Favorable (4ppts. above External Benchmark)
My manager genuinely cares about my wellbeing.	89% Favorable (3ppts. Below External Benchmark)	91% Favorable (2ppt. increase from March)

*Favorable Score - Percentage of respondents who replied with Agree on Strongly Agree on 5pt. Agreement Scale; All Company Score
**External Benchmark (Engaging Growth 2021 - similar organizations that are high growth, high engagement, high retention, largely in Tech (aspirational benchmark, based on Culture Amp customer data)

Self-Care

"It's not the
mountain
we conquer,
but ourselves."

– Edmund Hillary

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Self-Care

3 sources of energy

Core Energy Drivers

VALUES

ENERGY

BODY

MIND

Discovering, planning, and making life decisions based on your personal values for greater **meaning and purpose.**

Resting, playing, exercising, and engaging life to feel **wellness** through your day.

Fostering your resilience to improve **focus, openness, creativity, and inspiration.**
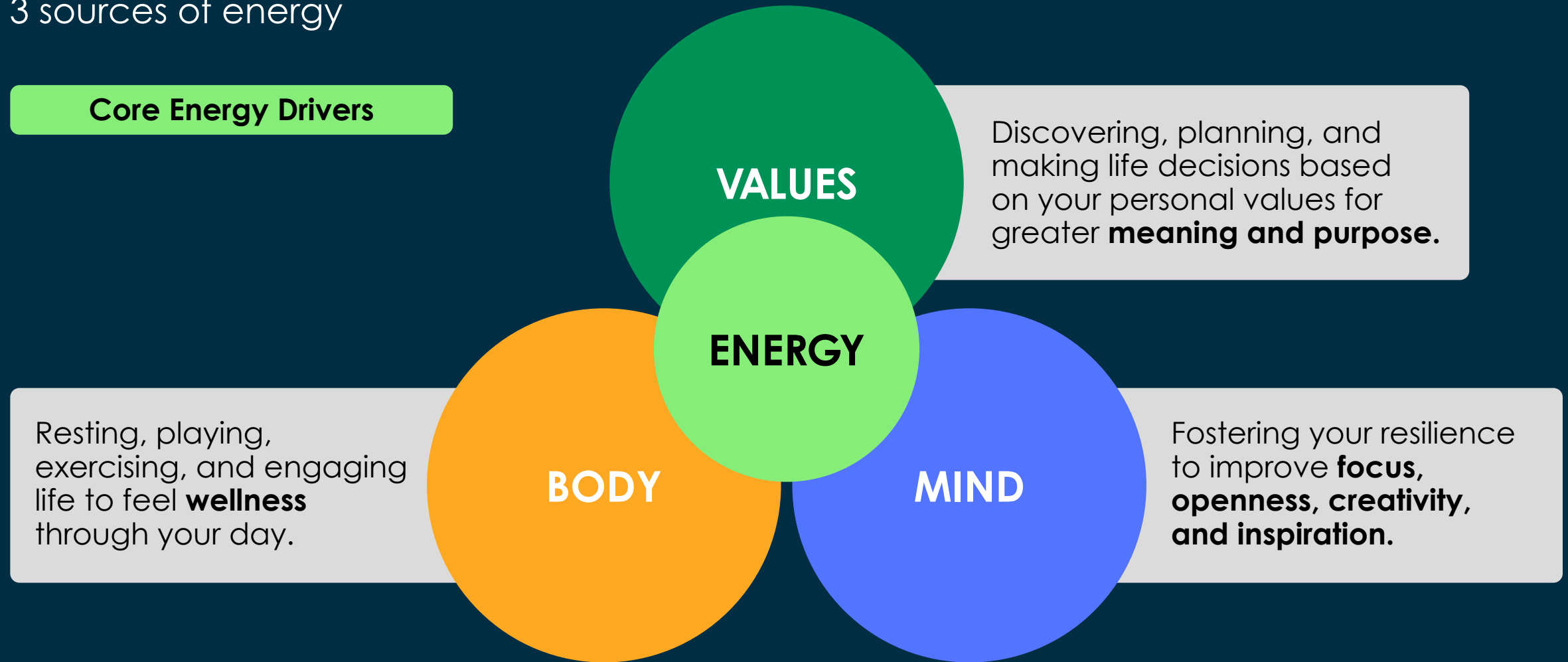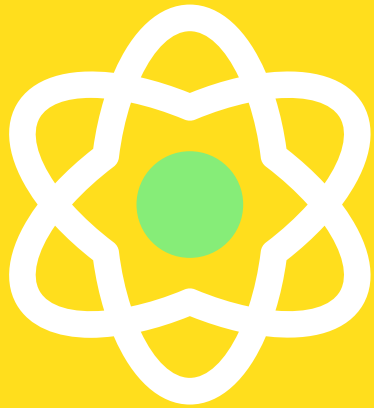
Self-Care

Energy Givers

Energy Drainers

Self-Care

Initial Questions

1 What has your average energy level been over the past 2 weeks?

Scale

0	**5**
Exhausted + Burnt Out	Energized + Engaged

2 Why?

Self-Care

Embodiment Exercise

1 hour

Self-Care

A leader worth following
is a **100X** leader.

- **100** stands for
  100% health
- **X** means to **multiply**

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Self-Care

100

How healthy are you right now?

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Self-Care

70-30 Principle

70%

30%

- ▲ Natural Strengths
- ▲ Unconscious Competence
- ▲ **Energizing**

- ▼ Learned Behavior
- ▼ Conscious Competence
- ▼ **Draining**

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Source: GiANT
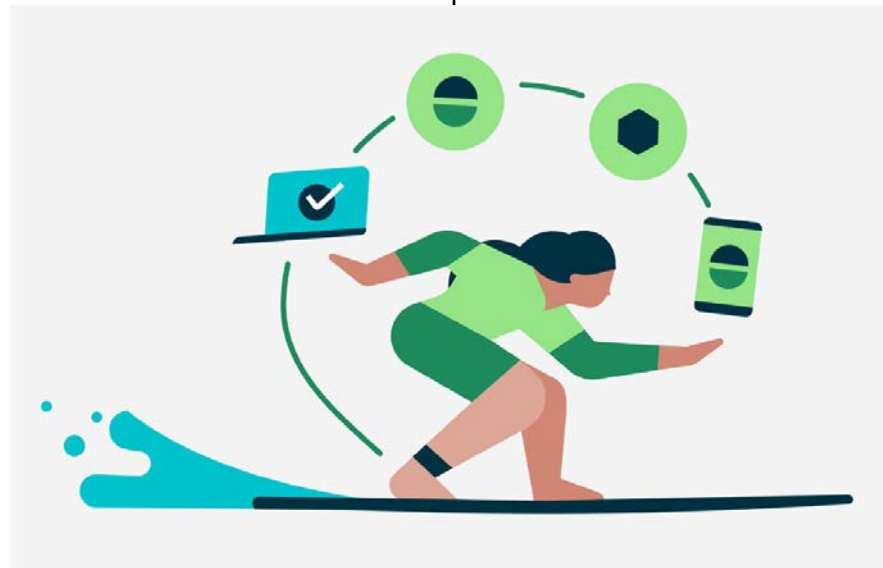
Self-Care

100 Exercise

- Fill out the **70-30** Tool for yourself in your Learner guide.

- In your group, discuss the questions:

  - Is your **70-30** in balance?

  - Is there implicit bias that assigns roles to you that affect your **70-30**?

  - Do you feel you're expressing an authentic voice at least **70%** of the time? *(unconscious competence)*

  - Or, do you have to elevate your learned behavior more often? *(conscious competence)*

Breakout Session

Self-Care

X Challenge

- In your group, practice teaching the **70-30** Principle.

- Discuss the questions:

  - How is your 70-30 work life impacted by your gender, culture, or upbringing?

  - What has been your journey where this has impacted your career and how you show up?

Breakout Session

Self-Care

Resources

Rethink
Lyra Health (US)
EAP (Outside US)

Udemy Self Care
Udemy Psychological Safety

Self-Care

Drive Results

Lead Change

Win as a Team

Grow Team + Self

Align Team

Cultivate Innovation

Engage + Inspire

Develop Talent

Psychological Safety

Day 1: People Leader Essentials
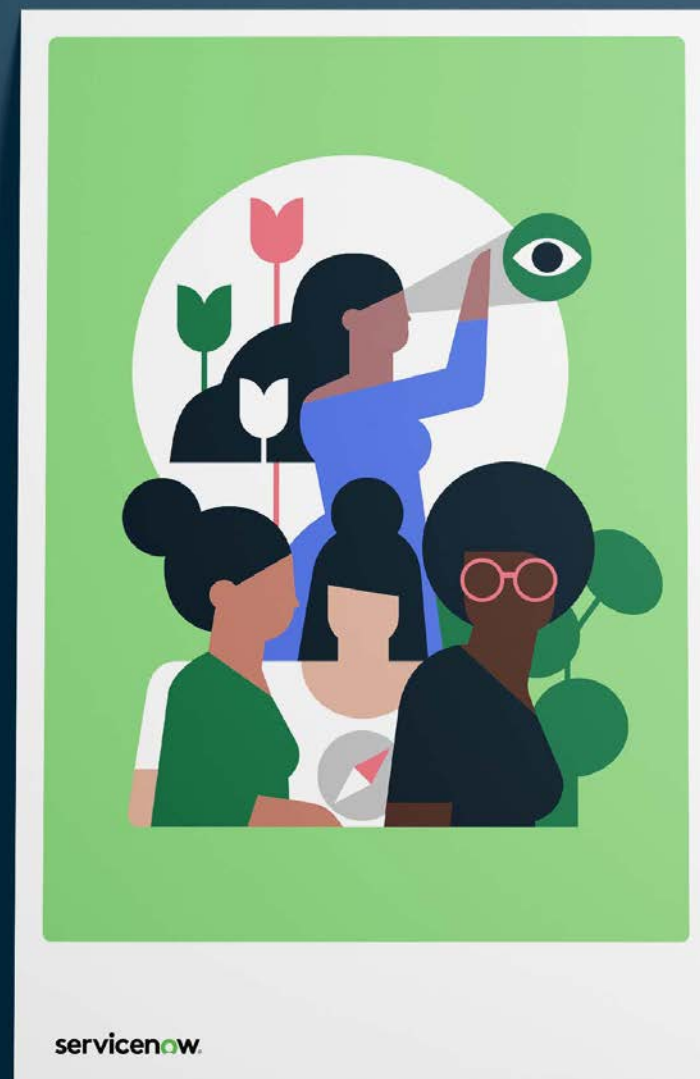
Psychological Safety

You feel safe to be yourself and are accepted for you you are

Drive Results	Lead Change	Win as a Team	Grow Team + Self
Align Team	**Cultivate Innovation**	**Engage + Inspire**	**Develop Talent**
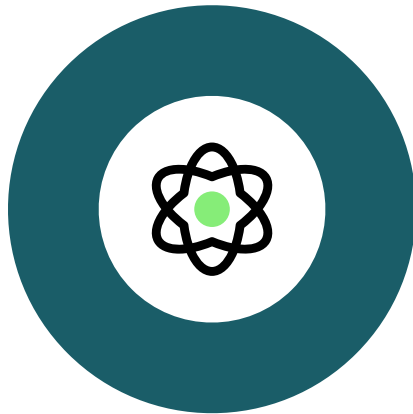
Psychological Safety

EVS Survey Item	March 2021 (Full EVS)	September 2021 (EVS Pulse)
I feel safe to voice my opinions or provide constructive feedback.	80% Favorable (5ppts. above External Benchmark)	79% Favorable (1ppt. decrease from March)
I can be my authentic self at ServiceNow.	83% Favorable (3ppts. below External Benchmark)	83% Favorable (Consistent with March)
My manager fosters an inclusive team environment where everyone feels like they belong.	88% Favorable	N/A

*Favorable Score - Percentage of respondents who replied with Agree on Strongly Agree on 5pt. Agreement Scale; All Company Score
**External Benchmark (Engaging Growth 2021 - similar organizations that are high growth, high engagement, high retention, largely in Tech (aspirational benchmark, based on Culture Amp customer data)

Psychological Safety

The key to high performing teams and leadership

Psychological Safety　　　　**Structure + Clarity**　　　　**Impact**
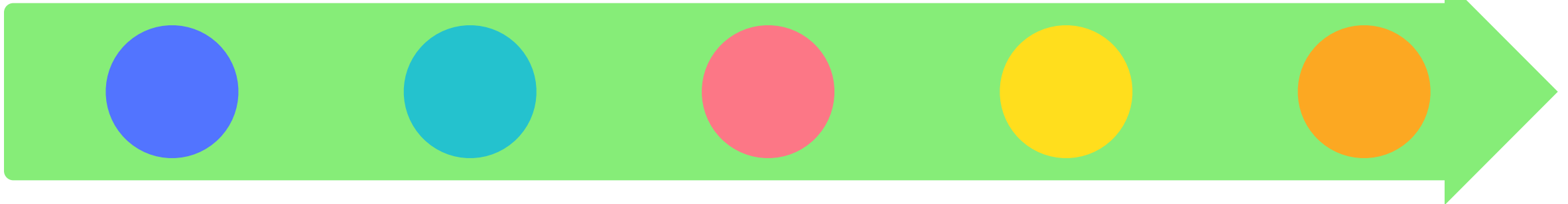
Dependability　　　　**Meaning**

Psychological Safety

The 4 Stages

Respect

Challenger Safety

4

Contributor Safety

3

Learner Safety

2

Inclusion Safety

1

Exclusion

Innovation Threshold

Permission

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Source: Timothy R. Clark, 2020

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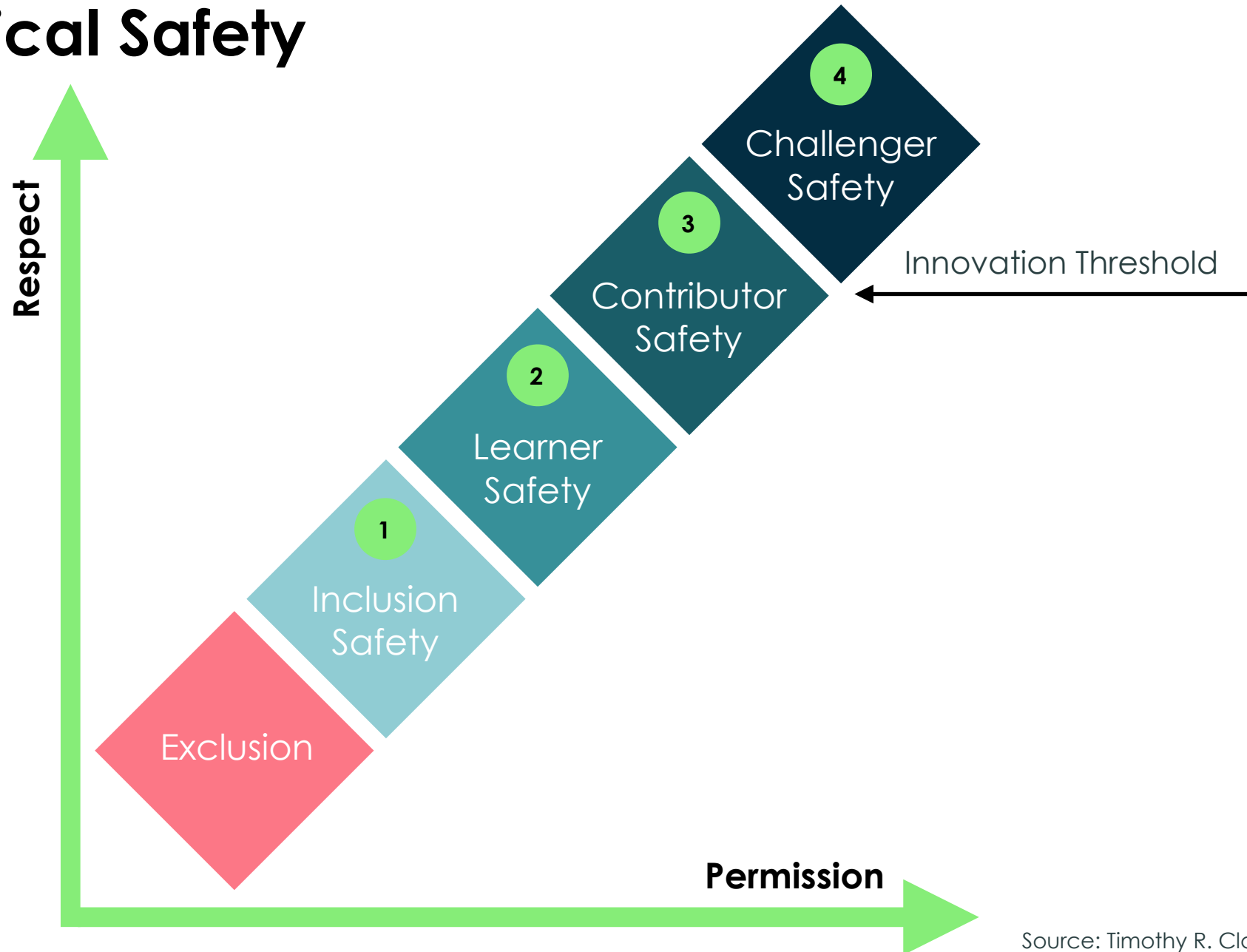
Psychological Safety

1. Grant and display **trust**

2. Increase **self awareness**

3. Model **vulnerability**

4. Build **diverse** teams

5. Encourage **respectful debate** and **diverse ideas**

6. Celebrate **risk taking** and **courage**

7. Model **openness to feedback**

8. Develop **shared norms**

9. Set **clear expectations**/ hold **accountable**

10. Offer development **opportunitie**s + highlight **competencies**

Psychological Safety

70-30 Tool

Support-Challenge Matrix

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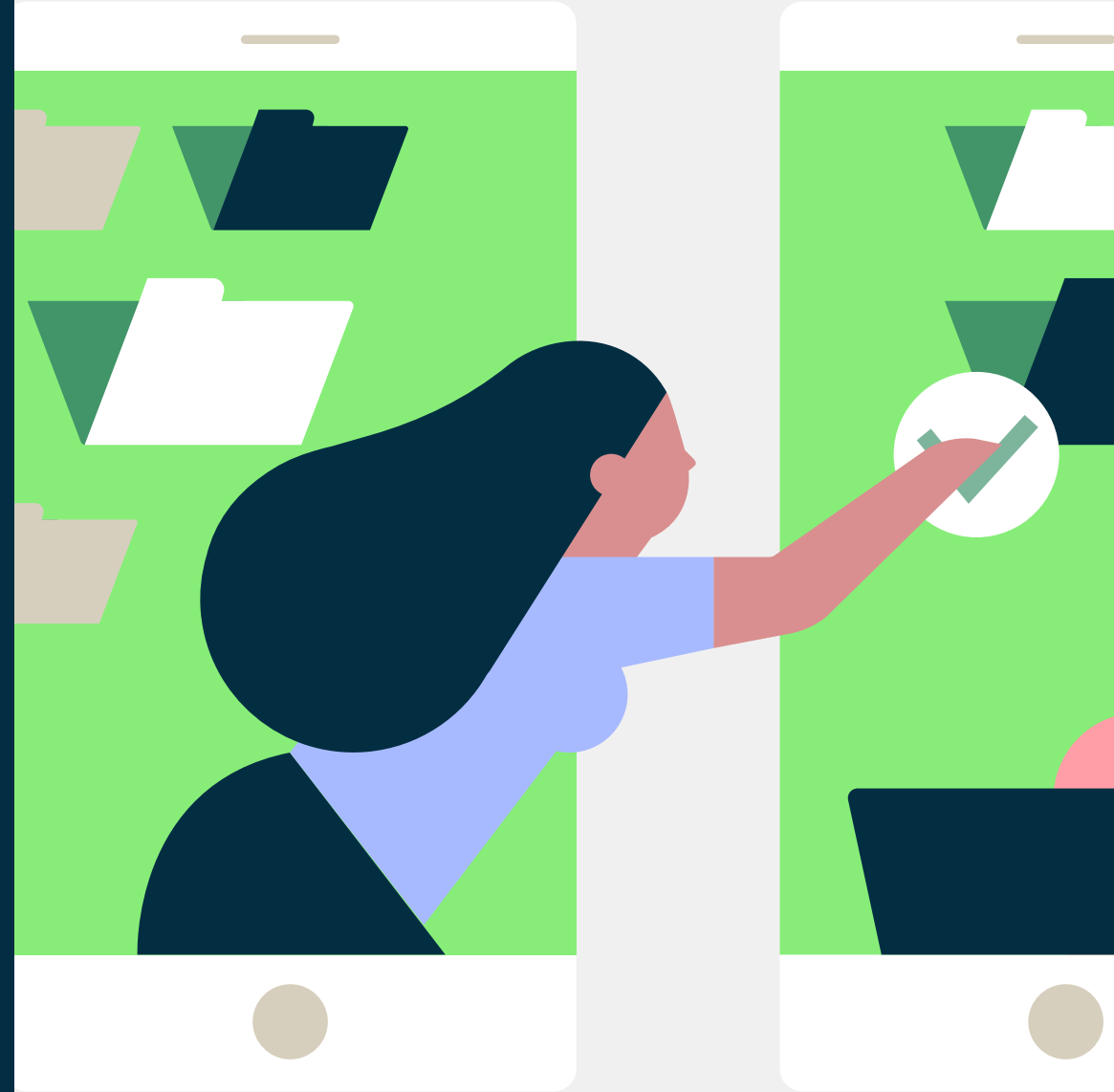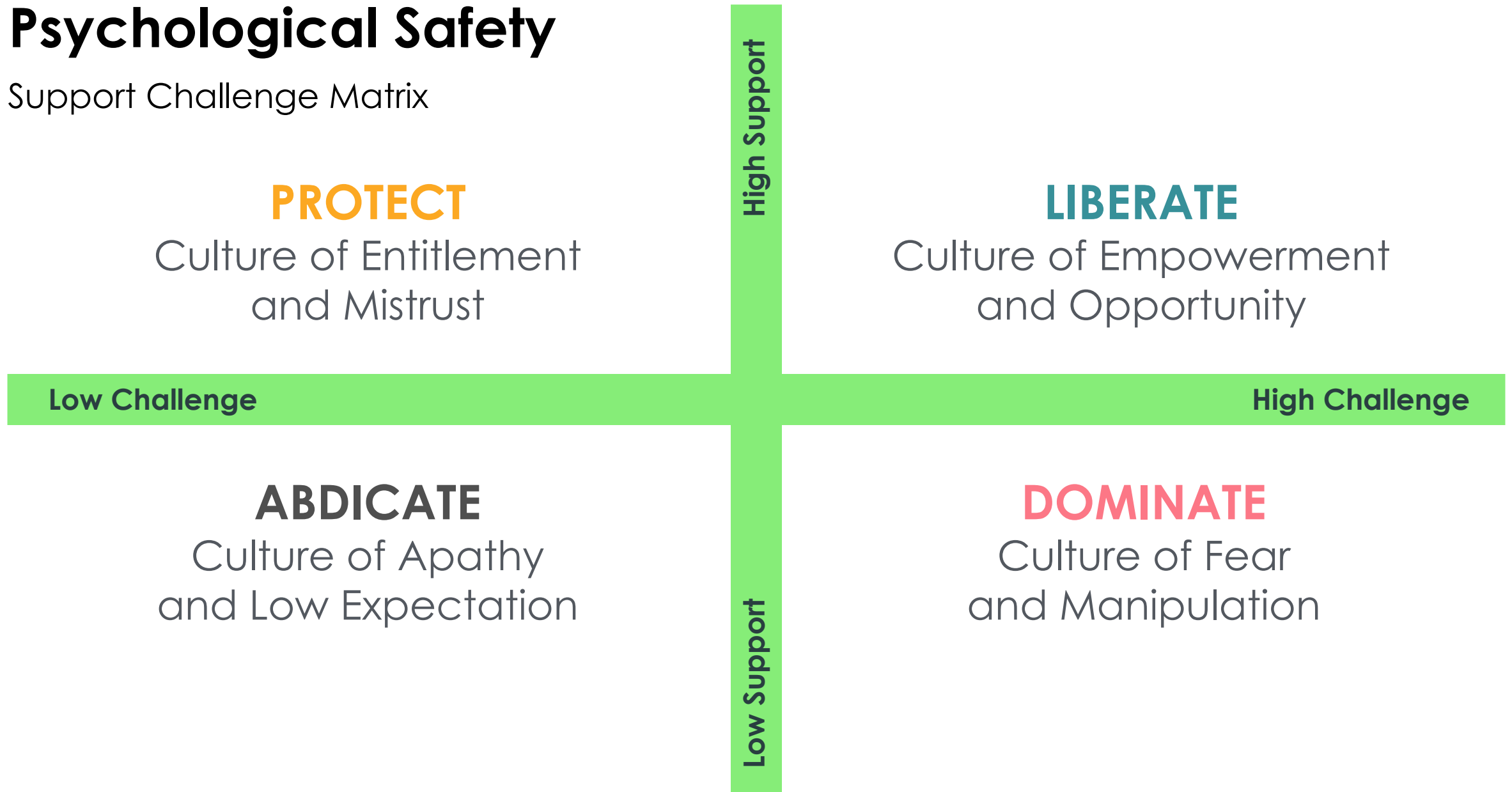
Psychological Safety

PROTECT

Have you ever experienced a leader who…

• Cares too much about people's opinions

• Avoids hard conversations

• People take advantage of and feel entitled

• Fails to hold people accountable

• Blows up on people when things aren't going well

…so people walk on eggshells and don't trust them?

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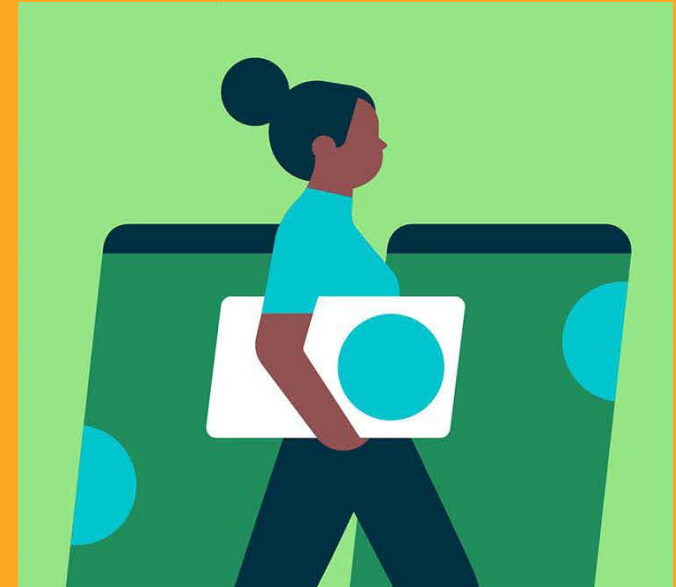
Psychological Safety

DOMINATE

Have you ever experienced a leader who…

• Seems to care only about themselves

• Always finds reasons not to help others

• Bullies people to do what they want done

• Pits co-workers against each other to gain an edge

• Creates a culture of fear and conflict

…so you feel like a pawn on their chessboard?

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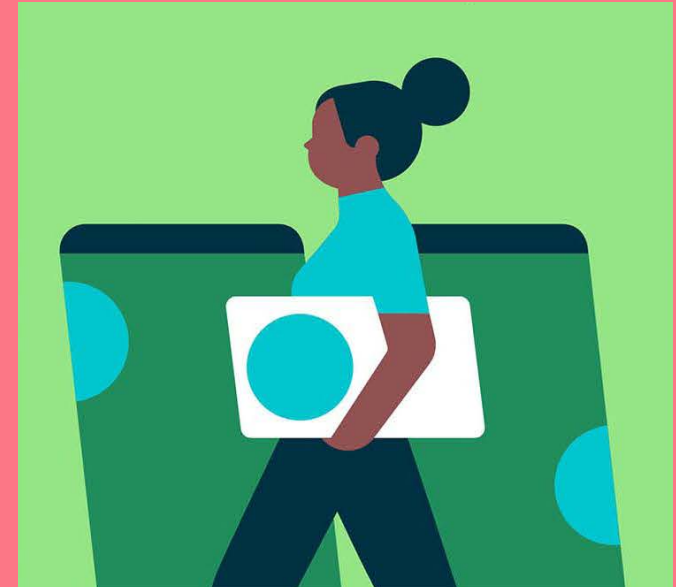
Psychological Safety

ABDICATE

Have you ever experienced a leader who...

• Only cares about clocking in and clocking out

• Is completely burned out from life

• Does just enough to get by and not get fired

• Can't or won't offer any kind of help or support

• Fails to hold anyone accountable

...which creates a drag on morale and productivity?

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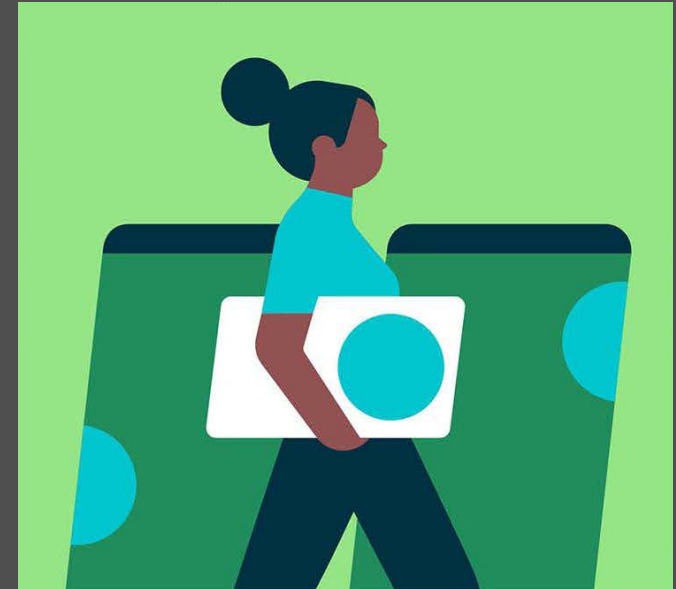
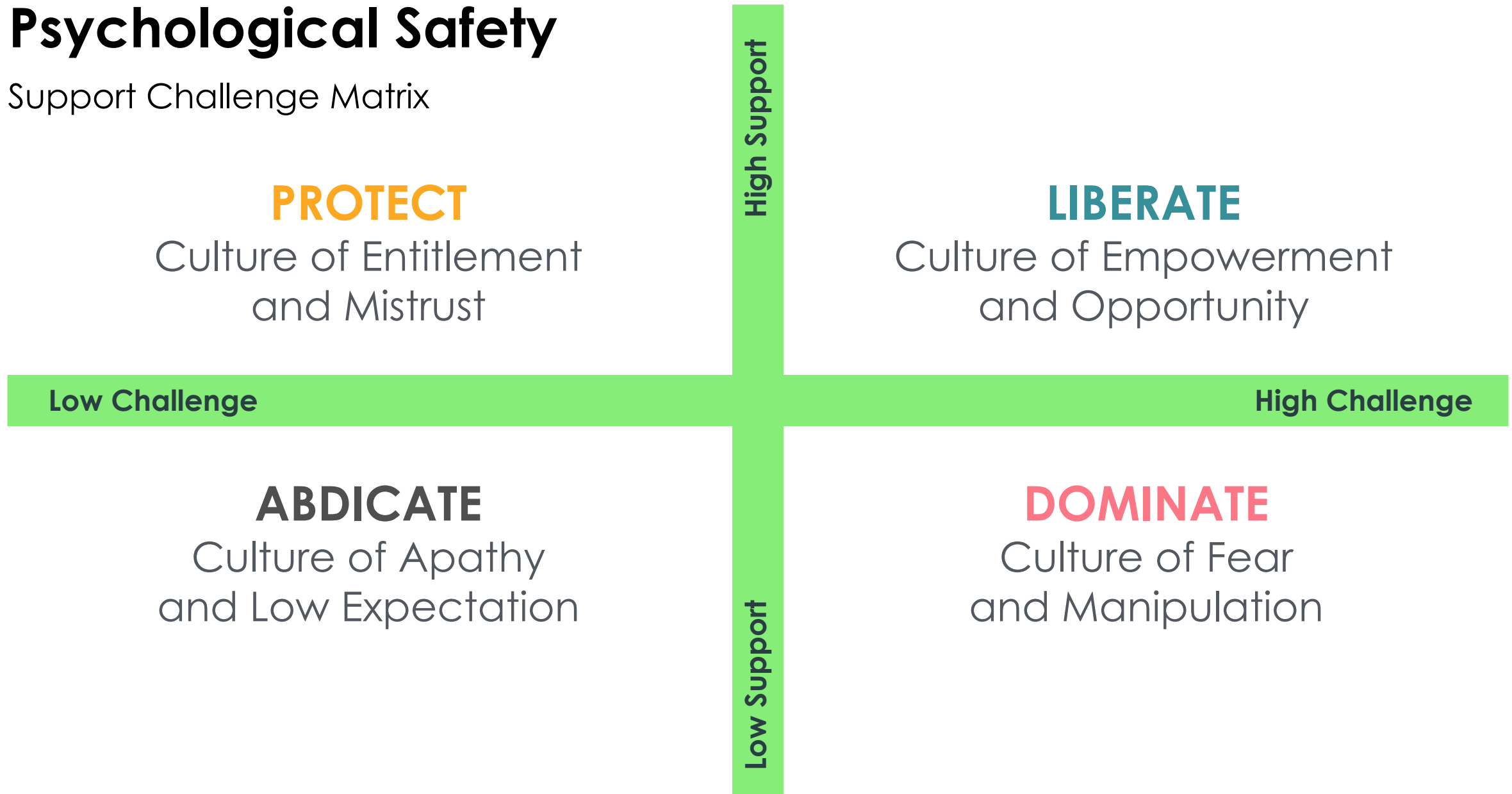# Psychological Safety

Have you ever experienced a leader who...

• Appreciates the value of each team member

• Seeks out new ways to understand and motivate

• Believes the best and sets clear expectations

• Improves productivity, happiness, and culture

• Insures people have empowerment and opportunity

• Views people as genuine assets

...is supportive and challenges you?
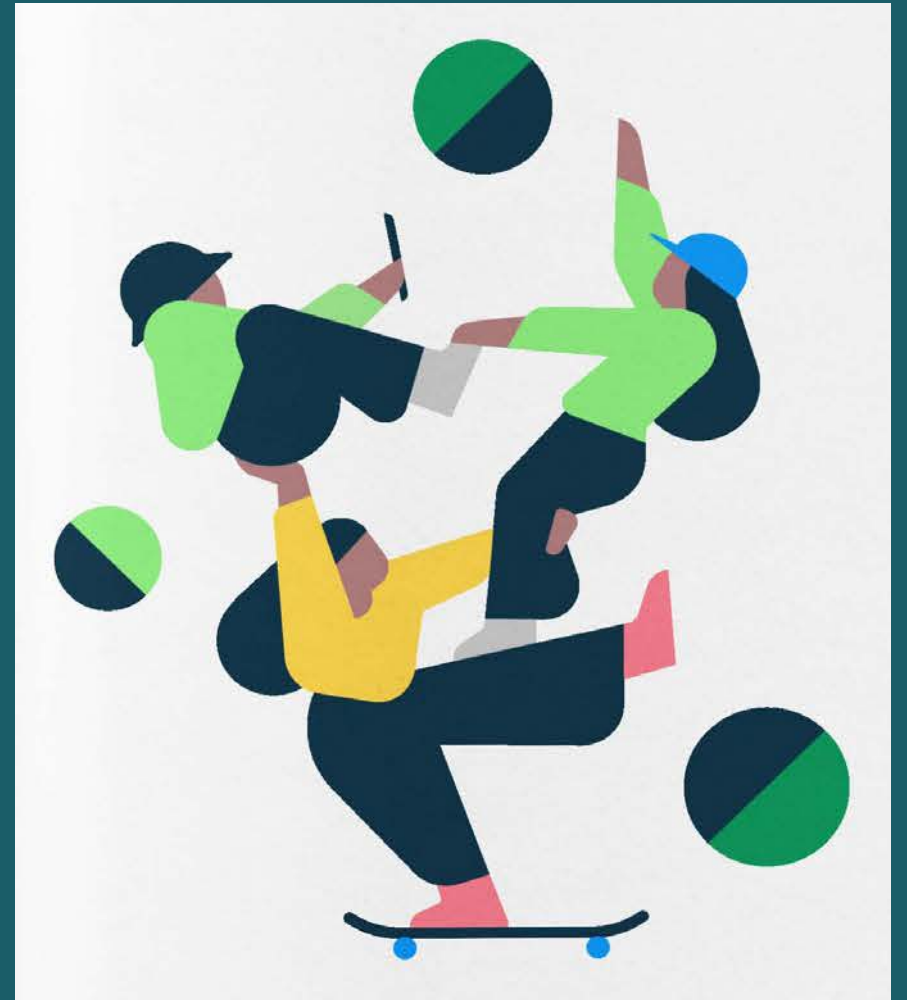
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Psychological Safety

100 Exercise

- Fill out the scatterplot **Team vs Family** for yourself in your Learner guide.

- In your group, discuss the questions:
  - Do you abdicate, protect, dominate or liberate your team/family in the area of DEI conversations and issues?
  - Why or why not?
  - Do you think your Team and Family would agree with how you plotted yourself?

Breakout Session

Psychological Safety

X Challenge

- In your group, practice teaching the **Support Challenge Matrix** tool.

- In your group,

  - **Ask:** "When it comes to engaging in inclusive leadership conversations, how would you plot my leadership tendencies in our team and organization?"

  - **Discuss:** Reasons why they plotted against you this way

  - **Ask:** "How can I become more of a Liberator to this team as an inclusive leader?"

Breakout Session

Psychological Safety

The Support Challenge Matrix tool helps you to:

1 Shape mindset, behavior, and development goals.

2 Assess the impact of your leadership behavior on yourself and others.

3 Solicit feedback on our own behavior.

4 Provide constructive, objective feedback to others learning to lead.

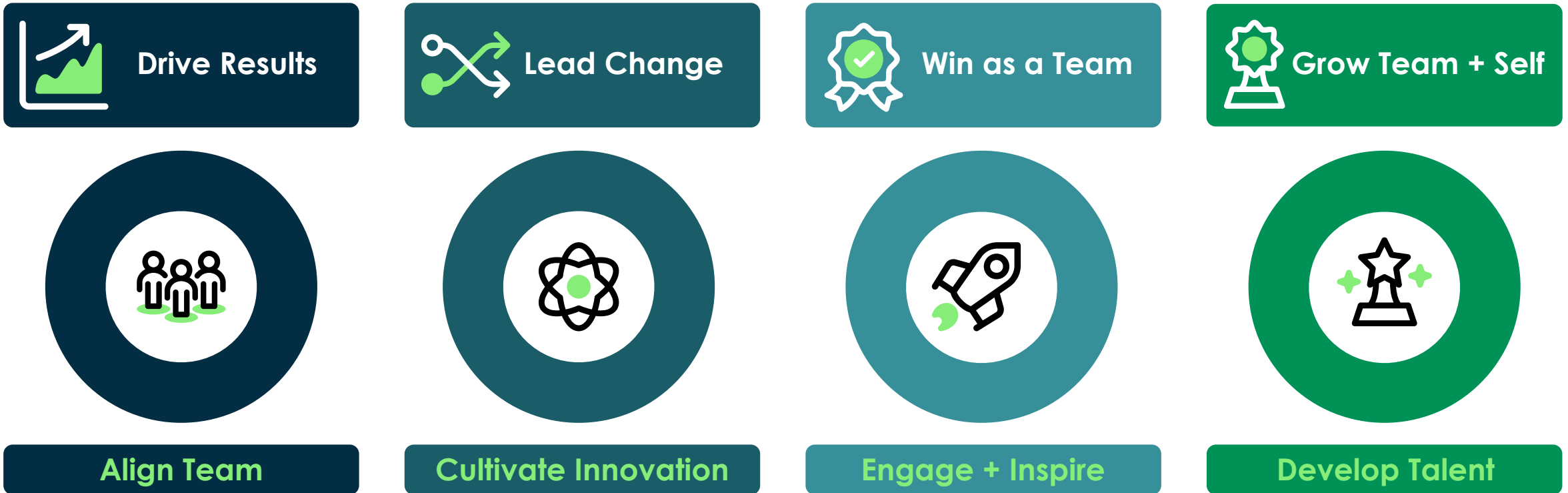**5** Establish an objective vocabulary to help others lead effectively.

Psychological Safety

100x Leaders fight for the highest possible good in the lives of those they lead

LIBERATE

1 What specific support and challenge do they need from me?

2 What role do we want them to play on the team?

3 Are we clear on our expectations?

4 What is the tendency or pattern that is undermining their influence with others?

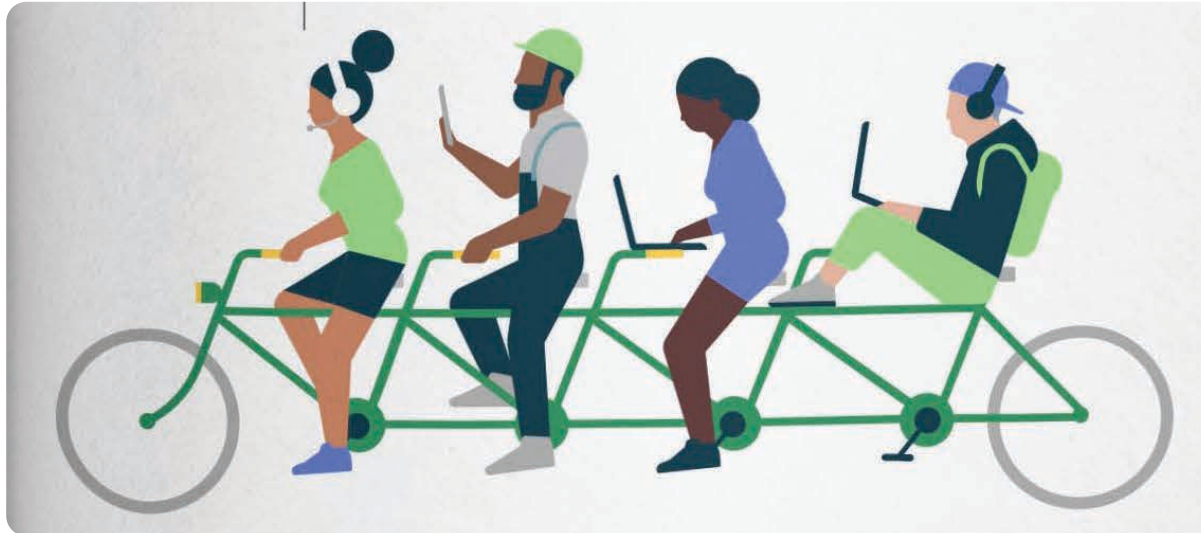**5** How do I help them get to the next level?

Psychological Safety

Drive Results	Lead Change	Win as a Team	Grow Team + Self
Align Team	Cultivate Innovation	Engage + Inspire	Develop Talent

Skill vs Will Intro

Day 1: People Leader Essentials

Skill vs Will Intro

Flexing

The Tell Approach

The Ask Approach

More Directive

Less Directive

- You must explain.
- You tell them.

- They can learn.
- You ask questions to guide their thinking.

Skill vs Will Intro

"The Santa Sessions" Video Clip

Directive

Works when the leader:

- Has the appropriate knowledge.
- Can communicate the knowledge to the performer.

Works when the employee:

- Is interested in the coach's knowledge.
- Has enough awareness to act on that knowledge.
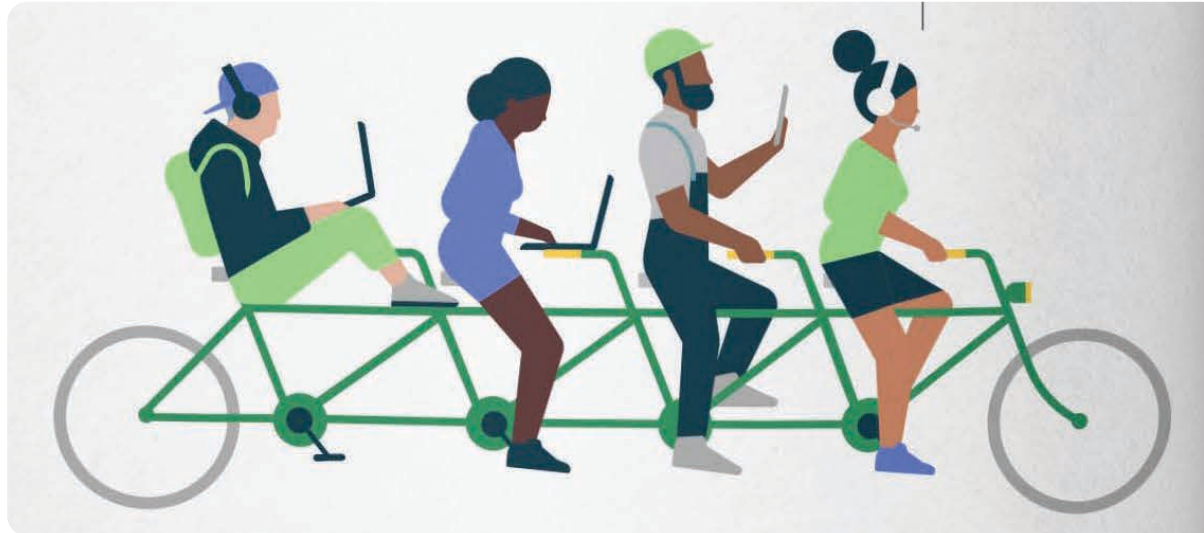
Breakout Session

Skill vs Will Intro

"The Santa Sessions" Video Clip

- Break up into teams.

- Discuss the video and what you noticed about Santa's reaction.

- Add your observations and discussion points to the Learner Guide.

Skill vs Will Intro
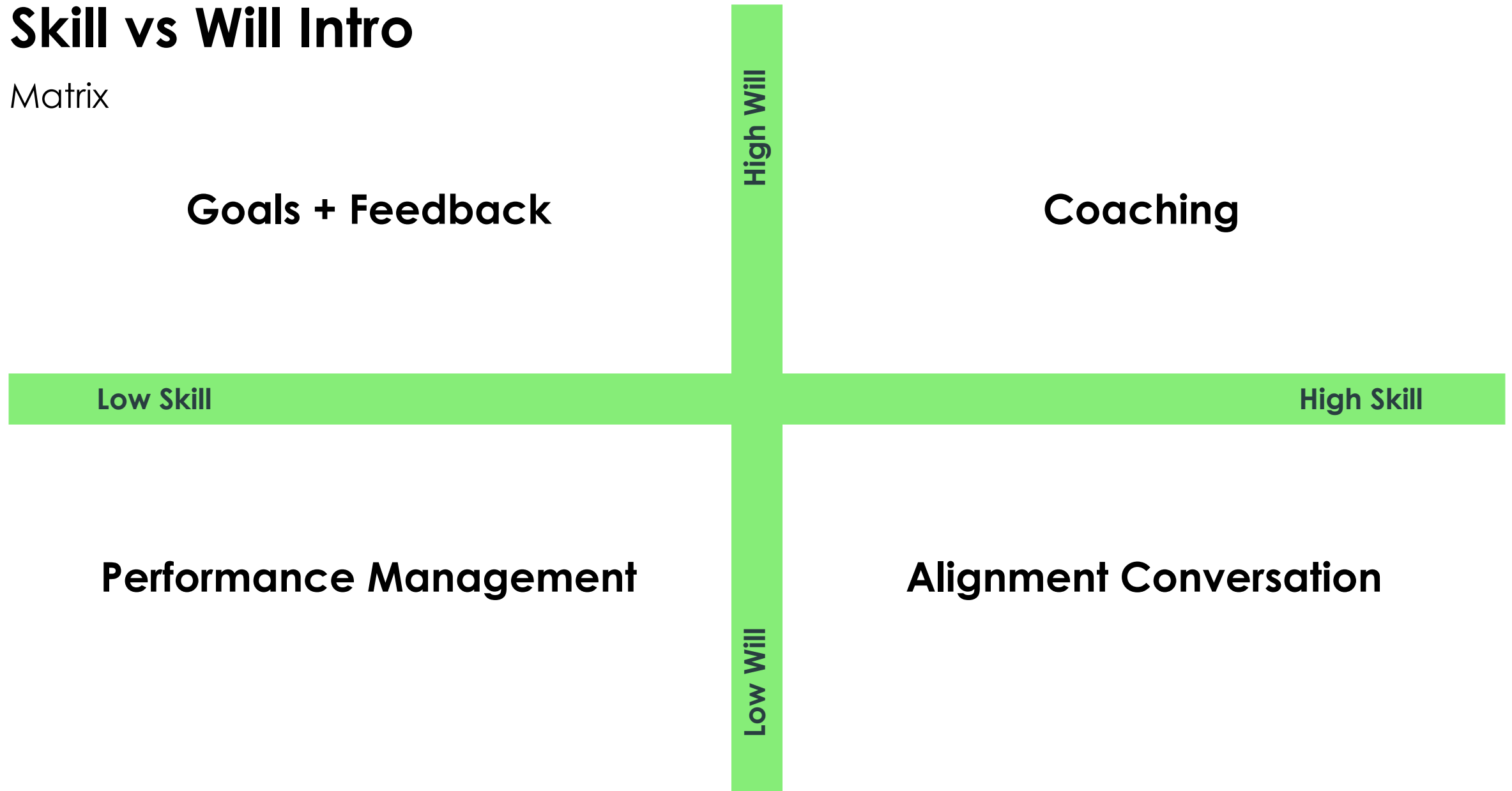
Flexing

The Tell Approach

The Ask Approach

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Skill vs Will Intro

Matrix

High Will

Goals + Feedback

Coaching

Low Skill

High Skill

Performance Management

Alignment Conversation

Low Will

Wrap-Up

Day 1: People Leader Essentials

Wrap-Up

Day 1 Takeaways

- **Leadership Expectations**
- **Employee Journey**
- **Self-Care**
- **Psychological Safety**
- **Skill vs Will Intro**

Wrap-Up

Day 1 Takeaways

Drive Results

- Conduct performance management conversations.
- Demonstrate effective project management, and organizational skills.
- Understand and communicate the business value behind the why for decisions made.
- Communicate business unit objectives throughout the year.

Align Team

Lead Change

- Make objective, fair decisions and actively mitigate bias: Diversity, Equity, and Inclusion (DEI).
- Resolve conflicts effectively and equitably.
- Provide (and ask for) feedback that is specific, timely, and meaningful.
- Communicate and motivate to enable change as necessary.

Cultivate Innovation

Win as a Team

- Plan and lead highly effective meetings.
- Establish trusting relationships.
- Create safe and engaging ways of working in a hybrid and global environment.
- Delegate/empower effectively.

Engage + Inspire

Grow Team + Self

- Demonstrate and teach emotional intelligence, self-awareness, and reflection.
- Set goals, and coach team towards achieving them.
- Counsel employees on career path options, and empower employees to manage their career aspirations.

Develop Talent

Objectives

1

A clear understanding of what is expected from a People Manager at ServiceNow.

2

Explore new tools and techniques to support you with these expectations.

3

Gain new and deeper relationships with other ServiceNow leaders.

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Welcome Back!

Day 2: People Leader Essentials

Agenda

Day 1

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Day 2

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Objectives

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A clear understanding of what is expected from a People Manager at ServiceNow.

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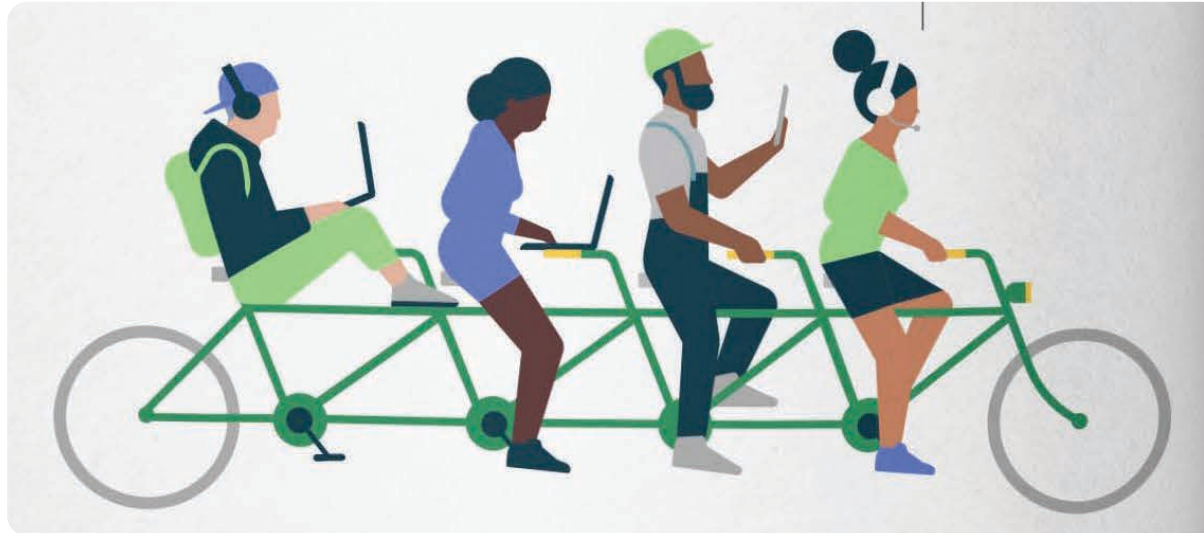Gain new and deeper relationships with other ServiceNow leaders.

Goals + Feedback

Day 2: People Leader Essentials

Goals + Feedback
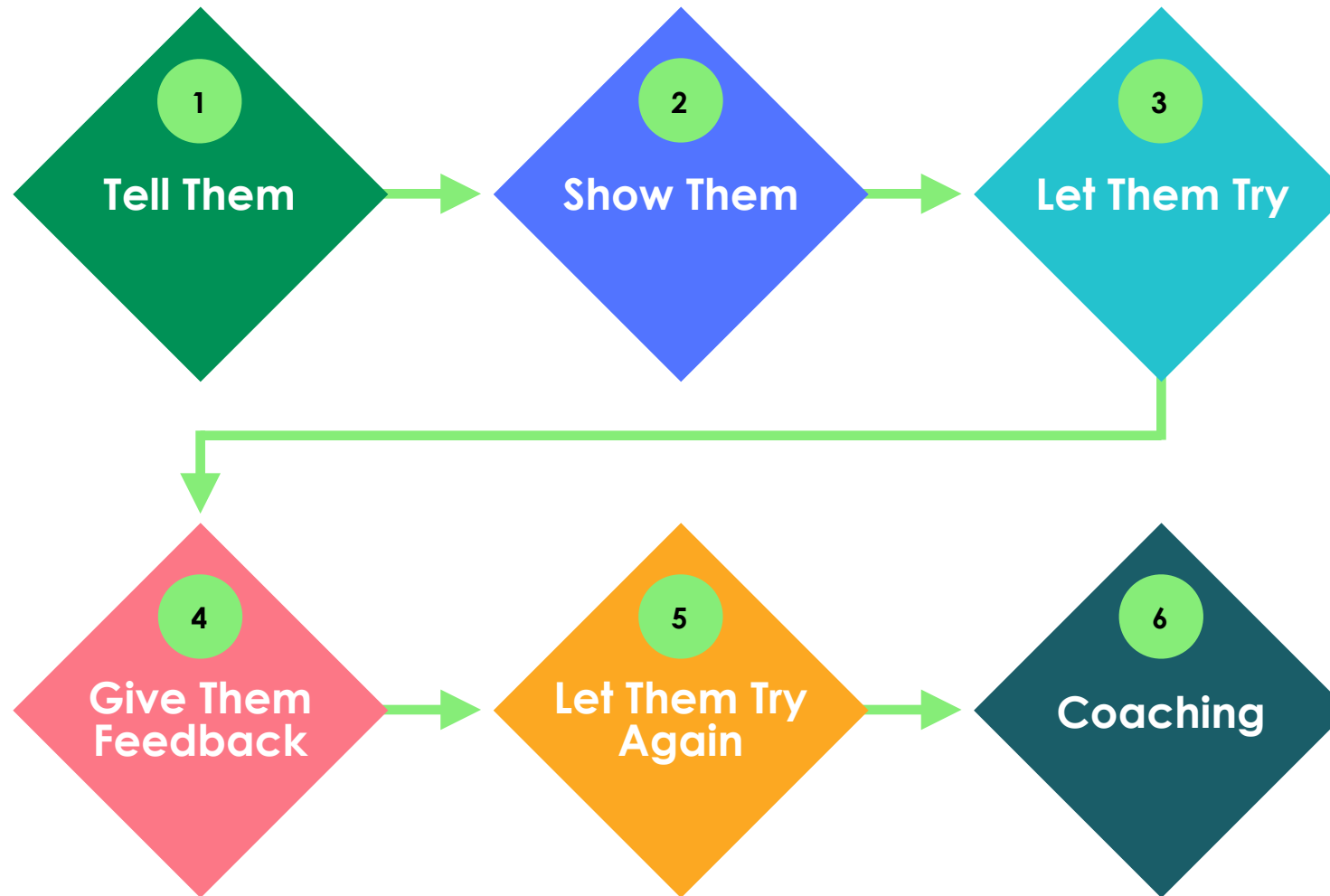
Flexing

The Tell Approach

The Ask Approach

More Directive

Less Directive

- You must explain.
- You tell them.

- They can learn.
- You ask questions to guide their thinking.

Goals + Feedback

1 Tell Them → 2 Show Them → 3 Let Them Try → 4 Give Them Feedback → 5 Let Them Try Again → 6 Coaching

Goals + Feedback

Goal Setting

Goal setting is the formal process to outline the key priorities each of us will focus on in the coming year.

What do goals do for us?

• Align each of us to our company's 2022 blueprint.

• Clarify what is expected of us during the year.

• Put the customer at the center of our work.

• Motivate us to achieve even more.

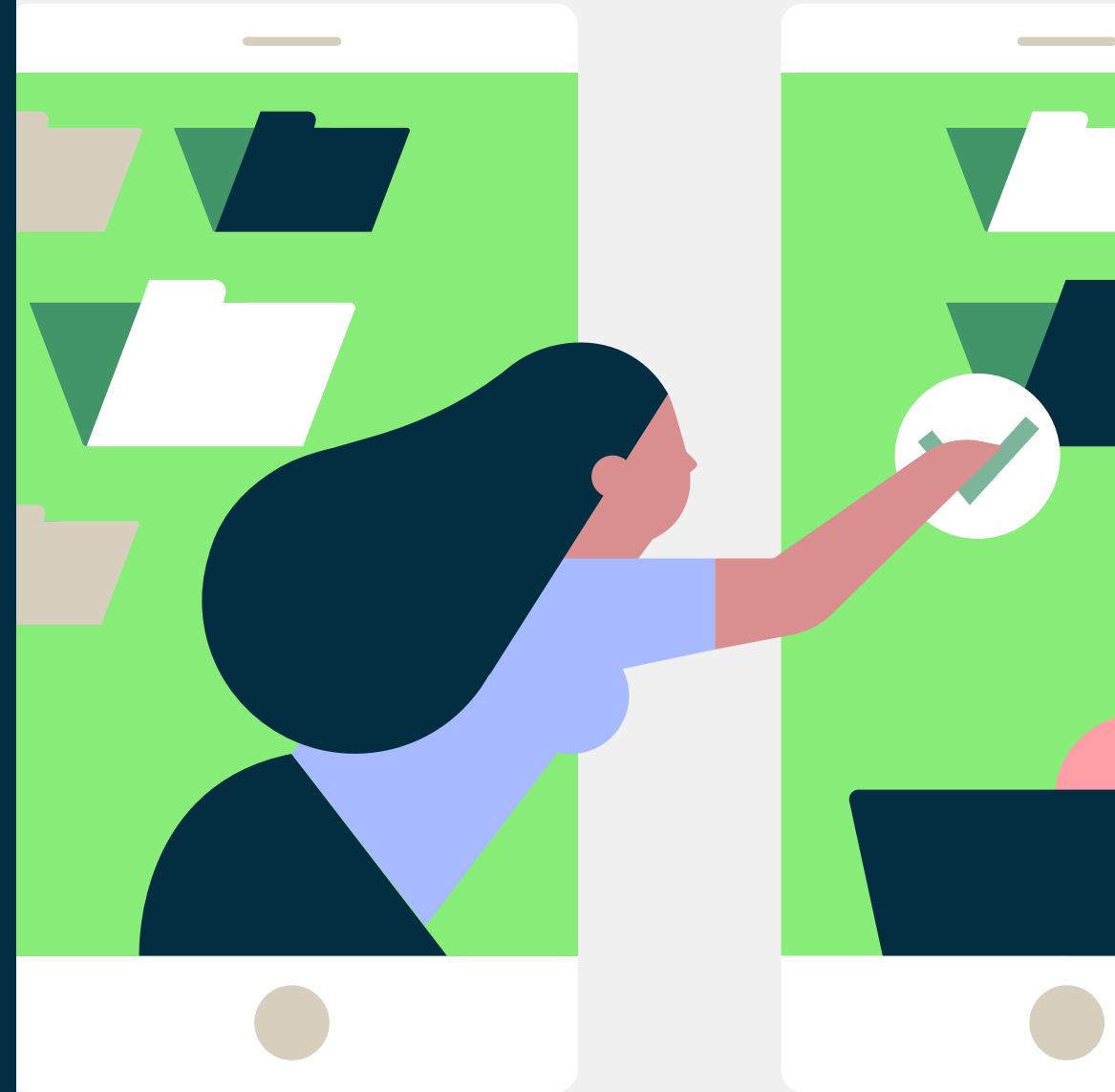**A goal that is written down is 42% more likely to be achieved.**

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Goals + Feedback

Goal Setting

As easy as 1, 2, 3

1 Talk to your manager

2 Draft your goals

3 Work your plan

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Goals + Feedback

Goal Setting

No more than 5 goals

1 Customer Success

1-2 Personal Growth

3-4 Business

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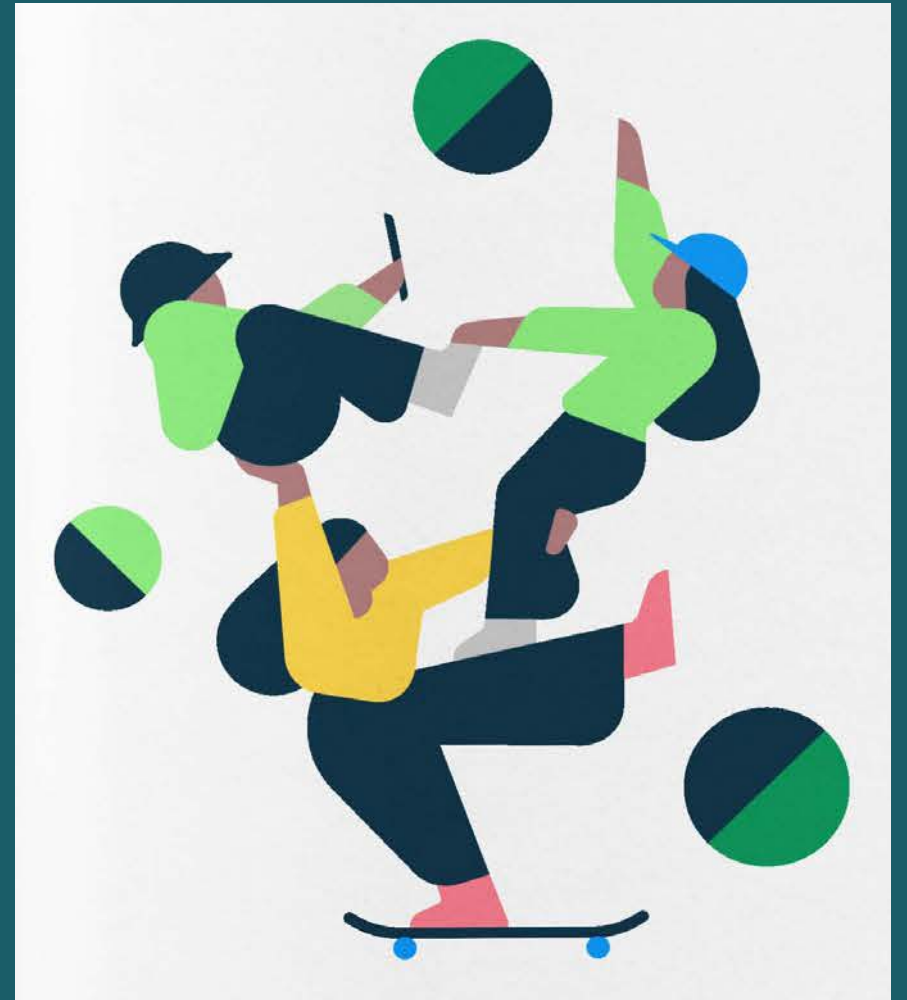
Goals + Feedback

Goal Setting

Any Format

KPI

SMART

OKR

Goals + Feedback

How to write a goal

Goal Setting KnowledgeBase Article
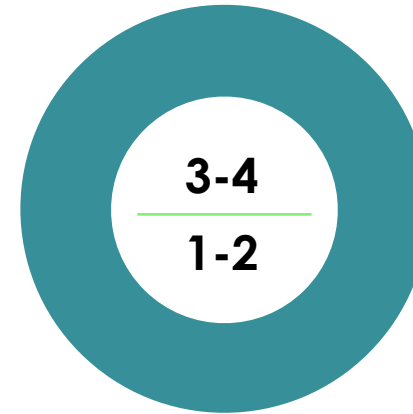Templates, examples and more

SMART
OKR
KPI

Any Format

One Customer Success Goal

3-4
1-2

Business + Personal Growth

Stretch

Goals + Feedback

SMART goal

Specific
Be clear about what you want to accomplish.

Measurable
Describe how you will determine if you meet the goal.

Achievable
Stretch outside your comfort zone, without causing discouragement.

Relevant
Make it matter to you and aligned to your team/function priorities.
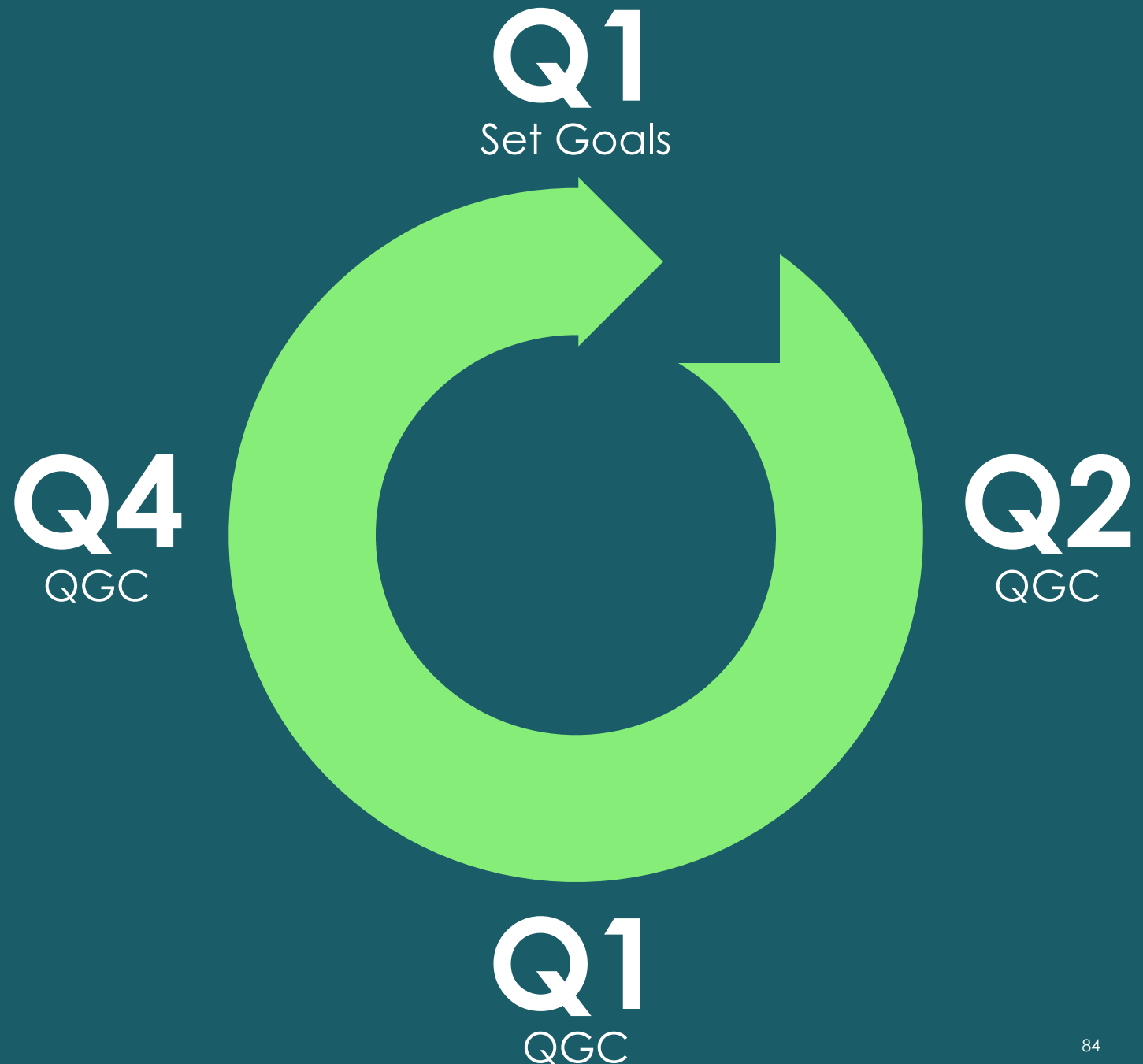
Time-bound
Set a due date to help you prioritize appropriately.

Breakout Session

Goals + Feedback

Lifecycle of a goal

Talk about your goals at every Quarterly Growth Conversation

- What is your progress to date? Include the what and the how.

- Any major roadblocks?
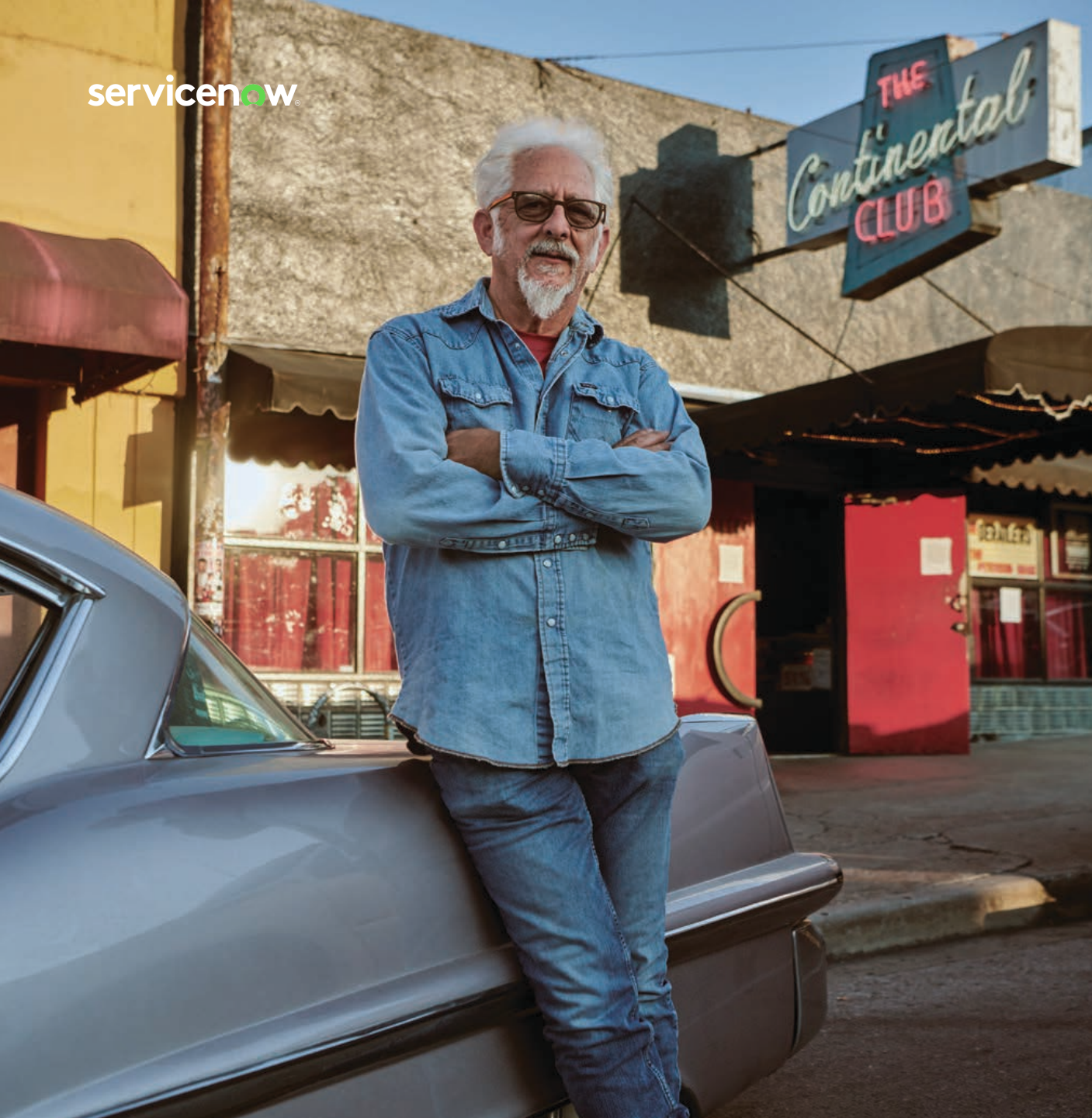
- What help do you need?

- Have priorities shifted?

Q1
Set Goals

Q2
QGC

Q1
QGC

Q4
QGC

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84

Goals + Feedback

Gather resources

1 2022 company priorities

2 P4 focus area

3 Your career objectives

4 Our values

Goals + Feedback

I'm thinking of a gift...

- **68%** of employees want more of it.
- **55%** of managers think they give enough of it.
- Those who receive it regularly are more engaged and productive and **15% less likely to leave their jobs.**

Goals + Feedback

Case Study

Meet Manuel and Iman, two product managers on your team.

Manuel was recently promoted to a senior position. You initially recruited him to the company, and live in the same neighborhood. Manuel consistently asks for feedback, and you've been impressed with his growth over the past year.

Iman is a hard worker, although it's hard for you to say if she's grown much this year. She pushed back on feedback you provided 3 months ago, and you rarely offer feedback now. You notice that you feel uncomfortable in these conversations.

Why do you think that Manuel and Iman might have received different levels of feedback?

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Goals + Feedback

What gets in the way of providing continuous feedback to the people you work with?

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5 minutes

Goals + Feedback

You will be placed into breakout rooms with one or two other learners.

- What do you struggle most with when it comes to giving feedback in a continuous way?

- How do you give feedback differently to people?

- When is this helpful?

- When is it damaging?

Breakout Session

Goals + Feedback

Before

Pre-Feedback Considerations

Goals + Feedback

Pre-Feedback Considerations

Before

1 Choose the Right Channel

- Asynchronous Feedback
- 1-to-1 Meetings
- Quarterly Growth Conversations
- Appreciation and Recognition ServiceNow Tool

2 The Purpose of Your Feedback

- Are you focused on helping someone improve?
- Are you focused on evaluating someone's work?
- Are you focused on appreciating someone's work?

3 Check Your Energy

- Take a few deep breaths and maintain an open, relaxed posture.
- Avoid crossing your arms, or having a laptop open in front of you.
- Set an intention for how you want to show up during the interaction.

Goals + Feedback

During

Feedback Model

Goals + Feedback

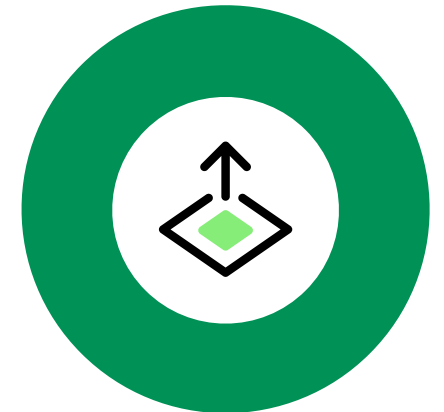Feedback Model

During

1	**Situation**
2	**Behavior**
3	**Impact**
4	**Way Forward**

Goals + Feedback

Feedback Model

During

| 1 | **Situation** | 2 | **Behavior** | 3 | **Impact** | 4 | **Way Forward** |

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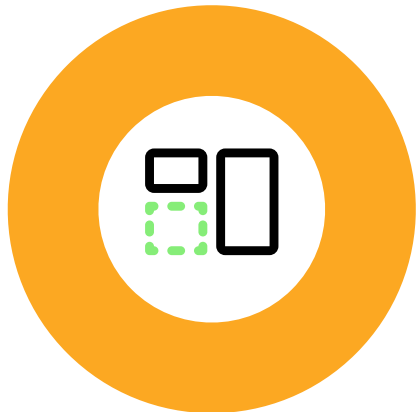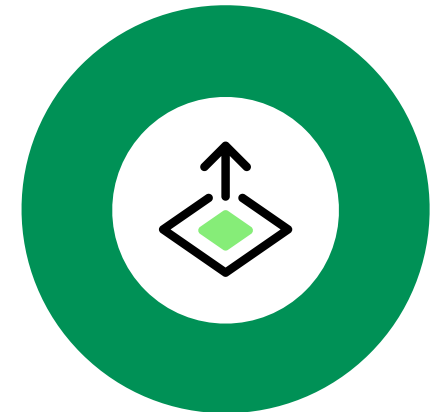
Goals + Feedback

Situation + Behavior

Describe the specific situation. When and where did it happen?

"Yesterday, during the team meeting …"

Describe the actual, observable behavior. Keep to the facts.

"I noticed that you..."

"I heard you say that…"

Avoid generalizations like 'often,' 'never,' or 'always.'

"You're never a team player."

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*"Yesterday **when** we…"*

*"**What** I observed was…"*

*"I **noticed** that you were..."*

Breakout Session

Goals + Feedback

- Reflect on your real-life example.
- In 2-3 sentences, describe the situation and behavior.
- Focus on the facts plus the what, when, and where.

Goals + Feedback

Feedback Model
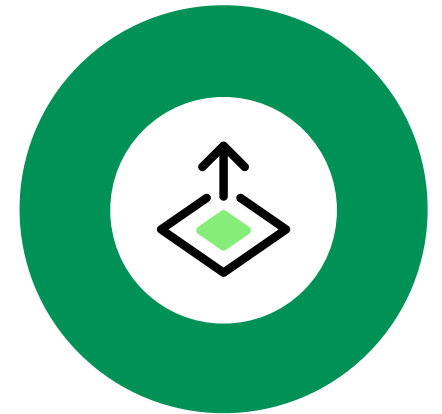
During

| 1 | **Situation** | 2 | **Behavior** | 3 | **Impact** | 4 | **Way Forward** |

Goals + Feedback

Situation + Behavior

Describe the results of the behavior on the team, business, or you.

"I felt frustrated because…"

"Manuel told me he's angry that…"

"As a result, our team was not able to reach an agreement."

Help the recipient understand why the feedback is important to discuss now.

"I'm bringing this up because…"

"Let me explain why this is important."

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"I felt..."

"As a result, we..."

"I'm bringing this up now because…"

Breakout Session

Goals + Feedback

- Reflect on your real-life example.
- In 2-3 sentences, describe the impact.

Goals + Feedback

Feedback Model

During

| 1 | **Situation** | 2 | **Behavior** | 3 | **Impact** | 4 | **Way Forward** |

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10 minutes

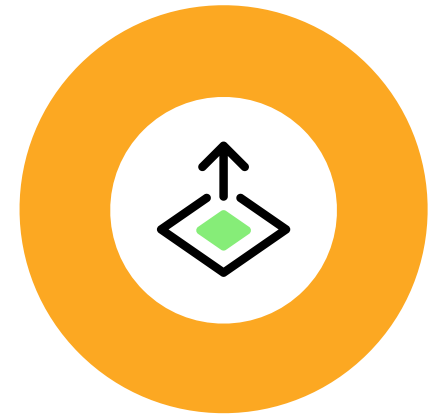**Take 10**

Time-out for ten minutes to take a short walk, do some stretches and deep breathing, refill your favorite beverage, grab a healthy snack, play guitar, or meditate and refresh.

Coming Up Next

Moderator: edit text in this field as needed based on instructors, alternating topics, focus change, etc.

Coaching + GROW Model

Day 2: People Leader Essentials

Coaching + GROW Model

Flexing

The Tell Approach
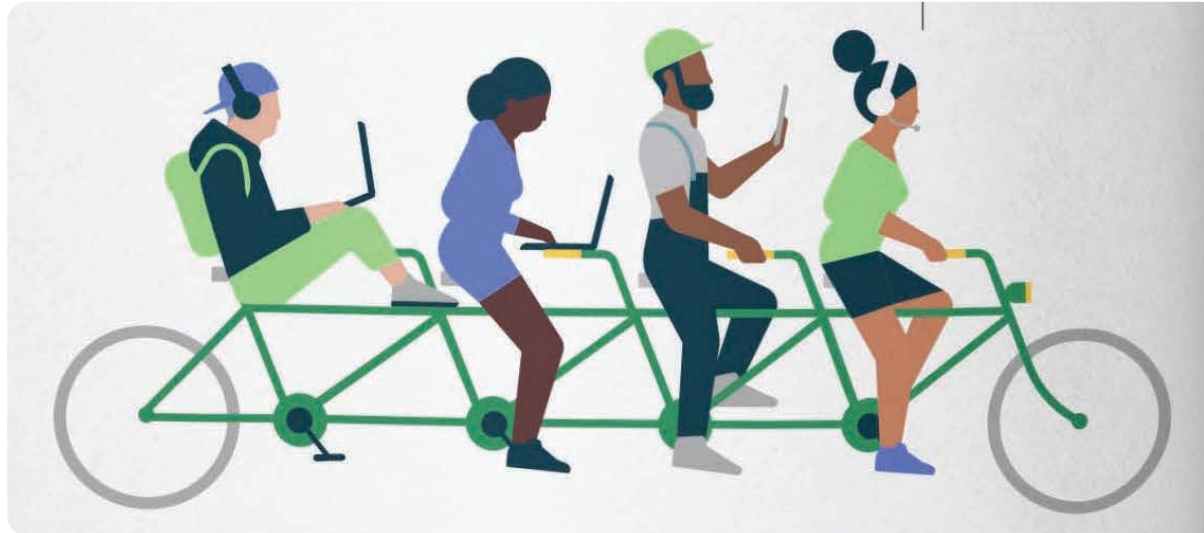
The Ask Approach

More Directive ⟶ **Less Directive**

- You must explain
- You tell them

- They can learn
- You ask questions to guide their thinking

Coaching + GROW Model

What is the coaching approach?

| Active Listening | Acknowledge + Validate | Ask Empowering Questions |

Use the GROW Coaching Model

Coaching + GROW Model

"We only remember 25% to 50% of what we hear.**"**

– Dr. Ralph Nichols and Leonard Stevens, University of Minnesota Study

Coaching + GROW Model
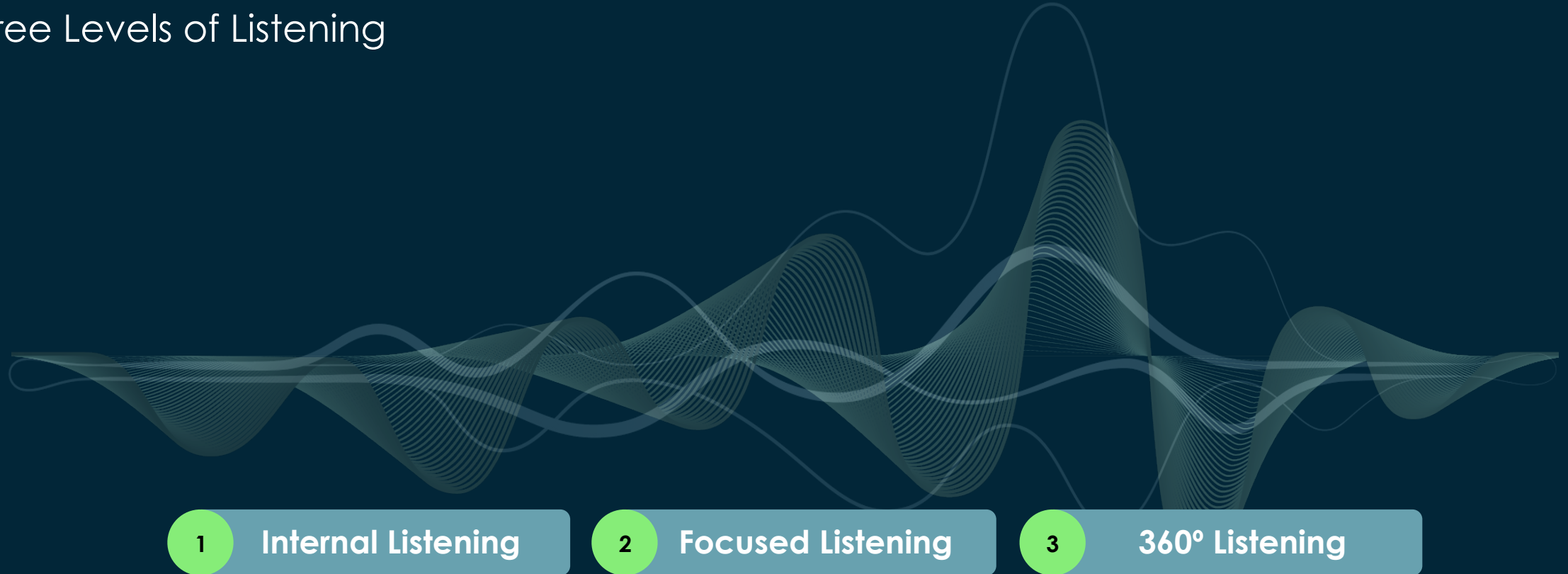
Type into the chat:
"How does it feel when you are deeply listened to?"

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Coaching + GROW Model

Three Levels of Listening

1 Internal Listening **2** Focused Listening **3** 360° Listening

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Coaching + GROW Model

First Level: Internal Listening
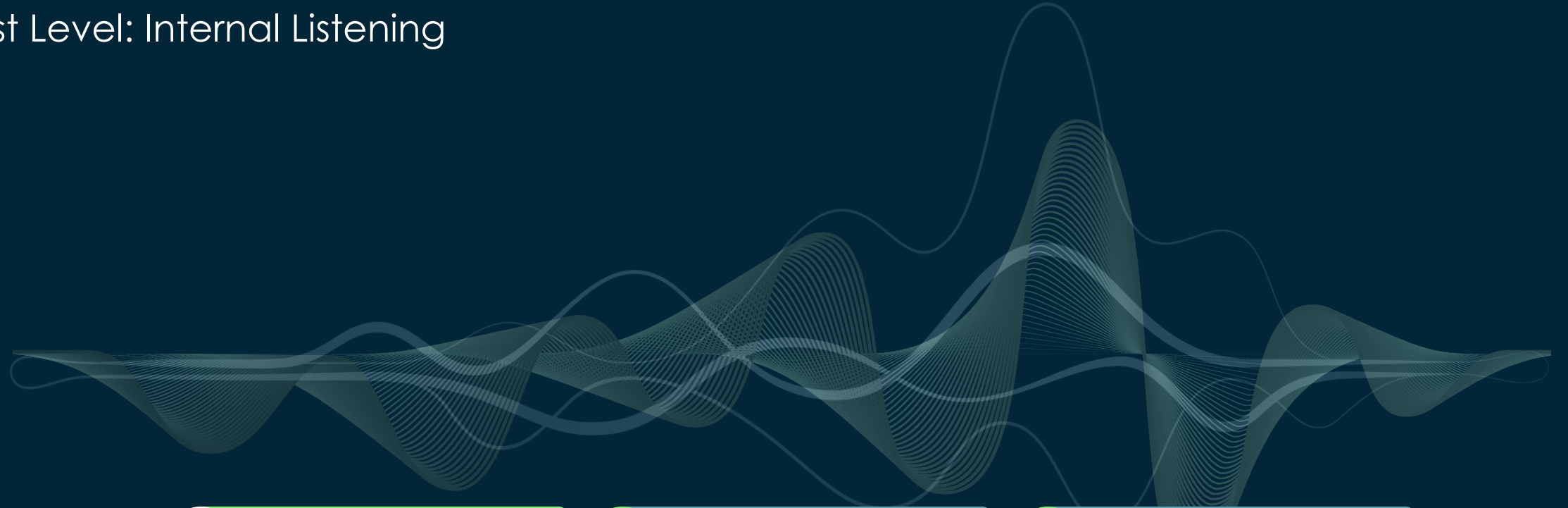
| 1 Internal Listening | 2 Focused Listening | 3 360° Listening |

"What does this mean for **me**?"

Coaching + GROW Model

Second Level: Focused Listening

1 Internal Listening   **2** Focused Listening   **3** 360° Listening

"What does this mean for **me**?"

"What **are** they saying?"

"What **are** their **talking points**?"

Coaching + GROW Model

Second Level: Focused Listening

| 1 | **Internal Listening** | 2 | **Focused Listening** | 3 | **360º Listening** |

"What does this mean for **me**?"

"What **are** they saying?"
"What **are** their **talking points**?"

"What is their **tone** and **body language**?"
"What are they *really saying*?"
"What do they **mean**?"

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Coaching + GROW Model

360° Listening

1	Show up with curiosity
2	Focus on the other person's experience
3	Give space – don't interrupt
4	Notice body language and tone
4	Be comfortable with silence

8 minutes

You will be placed into breakout rooms with two other learners.

Take turns sharing your answers to the questions on the right.

Listen at a **360 level** and respond accordingly.

Observe what the experience is like as a listener and as a speaker.

Breakout Session

Coaching + GROW Model

1 What is an accomplishment over the past year that you're really proud of at work?

2 What is one area as a manager that you feel like you're thriving in?

3 What is one area as a manager that you feel overwhelmed in?

4 Where do you see yourself in 3 years professionally?

Coaching + GROW Model

What is the coaching approach?

Active Listening	Acknowledge + Validate	Ask Empowering Questions

Use the GROW Coaching Model

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Coaching + GROW Model

Acknowledge and Validate

Acknowledge

"It sounds like you're overwhelmed right now"

"It feels like you're really excited about this change"

Validate

"It's understandable that you feel that way"

"I really appreciate you sharing.
I can imagine that's been hard"

Coaching + GROW Model

Case Study: Meet Michael

You are a people leader involved in a cross-functional project with four other senior managers. Everyone in the call is equally responsible for completing the project.

There is a major deadline coming up, and one of your peers, also a senior manager – **Michael** – is becoming defensive. He explains that his team is burned out and he's worried about their bandwidth.

Things escalate when Michael asks to push the deadline back by another week, and another senior manager – **Anna** – scoffs and says, "No, it's not possible, and if your team was properly staffed we wouldn't be having this issue."

The conversation is going in circles. How will you use the skills of acknowledging and validating to get the team back on track?

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Coaching + GROW Model

What is the coaching approach?

Active Listening	Acknowledge + Validate	Ask Empowering Questions

Use the GROW Coaching Model

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Coaching + GROW Model

Empowering Questions are Open-Ended

Close-Ended

Yes or No answer

Open-Ended

Who
What
How
When
Where
Be aware of Why

Coaching + GROW Model

How would you change these "yes" or "no" questions to be open-ended?

Are you stressed out?

Do you need any help on the project?

Does that make sense?

Is everything ok with Anna?

Coaching + GROW Model

To be a great listener

- I stop what I'm doing in order to listen.

- I ignore most distractions.

- I regulate my own emotions.

- I stay open and curious

- I acknowledge their struggle.

- I'm aware of mannerisms that may be distracting.

- I refrain from interrupting.

- I restate or paraphrase to make sure I've heard.

- I ask questions for clarification.

- I embrace silence to give others time to share

One thing I'd like to work on is _____ .

Coaching + GROW Model

G

Goal

Where would you like to head?

What are you hoping to be able to do more, less or differently?

I heard several things, **which** do you want to focus on?

R

Reality

What is the current situation?

What barriers exist to successfully completing your goal?

What needs to change?

O

Options

What options do you have available to you?

What advantages do you foresee?

Tell me more about how this could work for you?

W

Way Forward

How ready are you to begin?

How can you break it into manageable chunks?

What could stop you from continuing your commitment?

Breakout Session

Coaching + GROW Model

You will be placed into breakout rooms with one or two other learners.

You will each have an opportunity to be the **coach** and the **coachee**.

If you are in a group of 3, there will also be an **observer**.

Coaching + GROW Model

When you're the **coach**

Coach

Coachee

1	Start with a broad question. "Tell me more about why this skill is important to you"
2	Engage in 360 listening. Focus on body language and tone. What are they really saying?
3	Acknowledge and validate, and ask powerful questions to move the conversation forward.

Breakout Session

Coaching + GROW Model

When you're the **coachee**

Coach

Coachee

1 Share the listening skill you'd like to work on.

2 Play along: Imagine this is real.
How would you respond to your manager?

Breakout Session

10 minutes

Coaching + GROW Model

For groups of three there will be an observer.

Closed Questions (Do, Have, Should, Can, Is)	Open Questions (What, How, When, Who, Where)
Tally:	Tally:

Acknowledgements or Validations Tally:

Observations: (Things You Like/Suggestions):

1 — Time the session at 4 minutes.
Use the stopwatch on your phone.

2 — Keep track of close vs open-ended questions.
Tally validations / acknowledgments.

3 — Share your observations after 4 minutes.
You have up to 1 minute to share.

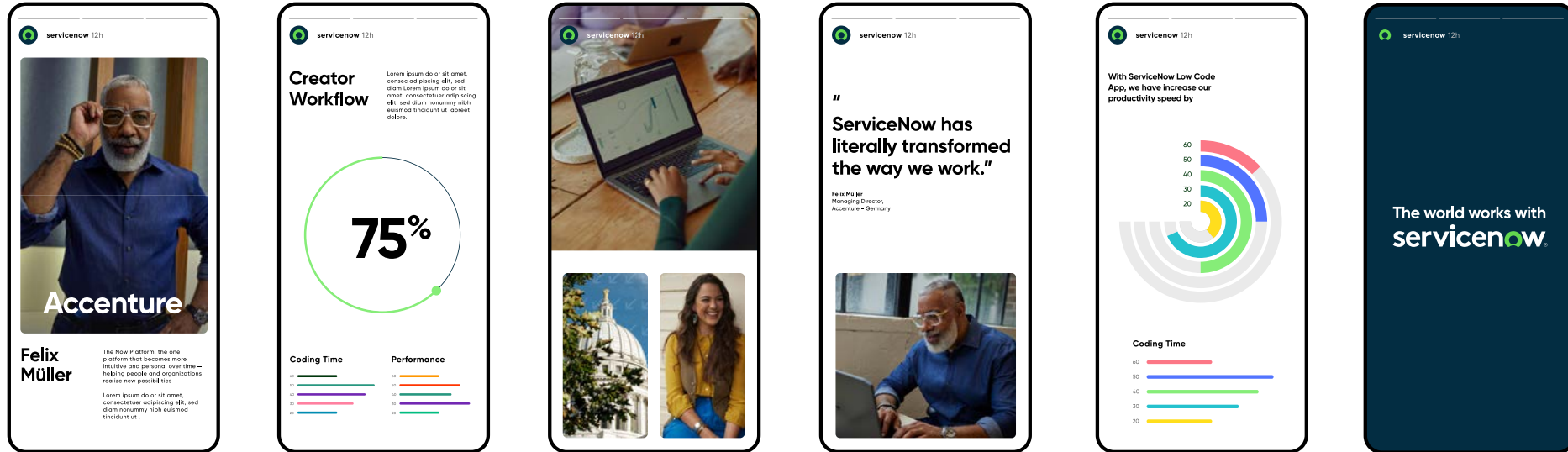**4** — Then switch roles.
5 minutes for each round.

Breakout Session

Coaching + GROW Model

What is the coaching approach?

Active Listening	Acknowledge + Validate	Ask Empowering Questions

Use the GROW Coaching Model

Coaching + GROW Model

BetterUp Coaching Overview

Unlimited Coaching

Members receive unlimited access to 1-on-1 coaching with a selected coach.

On-Demand Coaching

Members can get expert, just-in-time coaching for dealing with life's challenging moments when immediate needs arise.

Extended Network

Members have access to an extended network of specialists.

Specialty Coaching Areas include:
a) Nutrition
b) Effective Communication
c) Sleep
d) Diversity and Inclusion

Personalized Microlearning

Members receive individually tailored development activities and resources to reinforce learning.

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10 minutes

Take 10

Time-out for ten minutes to take a short walk, do some stretches and deep breathing, refill your favorite beverage, grab a healthy snack, play guitar, or meditate and refresh.

Coming Up Next

Moderator: edit text in this field as needed based on instructors, alternating topics, focus change, etc.

Getting Alignment

Day 2: People Leader Essentials

Getting Alignment

Goal

Explain Your Goal

"I have something I'd like your help with.
"Could we discuss it now?"

Your Words:

_____

Share Your Intent

"Here is what I would like to do. I'd like to share
"my perspective and then get yours. If I am
"accurate, I'd like to discuss how to _____."
"*(What you want for the person.)*

"If I am not accurate, I need to know that, too."

Your Words:

_____

Reality

Share your Reality

"This is what's showing up for me."

Your Words:

_____

Ask for Their Reality

"How does it show up for you?"

Demonstrate Understanding

"So, What I hear you saying is _____.
Have I understood you correctly?"

Claim Common Ground About the Core Issue

"So, you agree that _____.
Is that accurate?"

Getting Alignment

Options

Ask for Buy-In

"I'd like for us to work together to _____.
Will you work with me on this?"

If No, continue with **Options**

Share Your Intent

Describe Choices

"If you're not willing to work together,
it puts me in a tough spot because _____.
If that's the case, then _____.
Will you work with me on this?"

If Yes, say "thanks for agreeing to _____."
(Proceed to Way Forward)

Way Forward

Define Next Steps

"So, our next steps are _____."
(Note the date and time.)

Follow **GROW** for Breakthrough if applicable.

Getting Alignment

Individually

- **Spend 5 minutes** individually mapping out your alignment conversation using the instructions in your Learner Guide.

In Pairs

- Walk your partner through your conversation planner.
- Partner to practice **360° Listening** and offer feedback and insights.
- Swap roles.

Breakout Session

Performance Management

Global People Introduction

GP Care

Tier 1 employee and manager questions via Surf

Generalist

Performance management and specialized HR support

HRBP

Strategic organizational focus

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Performance Management

People Investment:
Why performance management matters

- **Your responsibilities as a manager**
- To become a $15B+ company, grow the talent we have into the talent we need.
- Align employees' objectives to ServiceNow's broader business objectives.
- Support employees to be their best in the role.
- Treat employees beautifully by setting clear expectations early, and arming them with resources, feedback, and support before they fall short of those expectations.

Downsides to not engaging in performance management
- Low performance affects team morale.
- Insufficient documentation of performance issues may delay process.
- Employees may not know what is expected of them and do not understand how to improve.
- Inconsistent performance management can lead to claims of unfair or different treatment.

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Performance Management

Changes in Performance

Noticeable change in an employee's performance?
Consider the following:

1 What has been documented?

2 Have expectations and goals been set?

3 Are the tools and resources there?

4 What has changed to impact their performance?

4 Are non-work factors causing issues?

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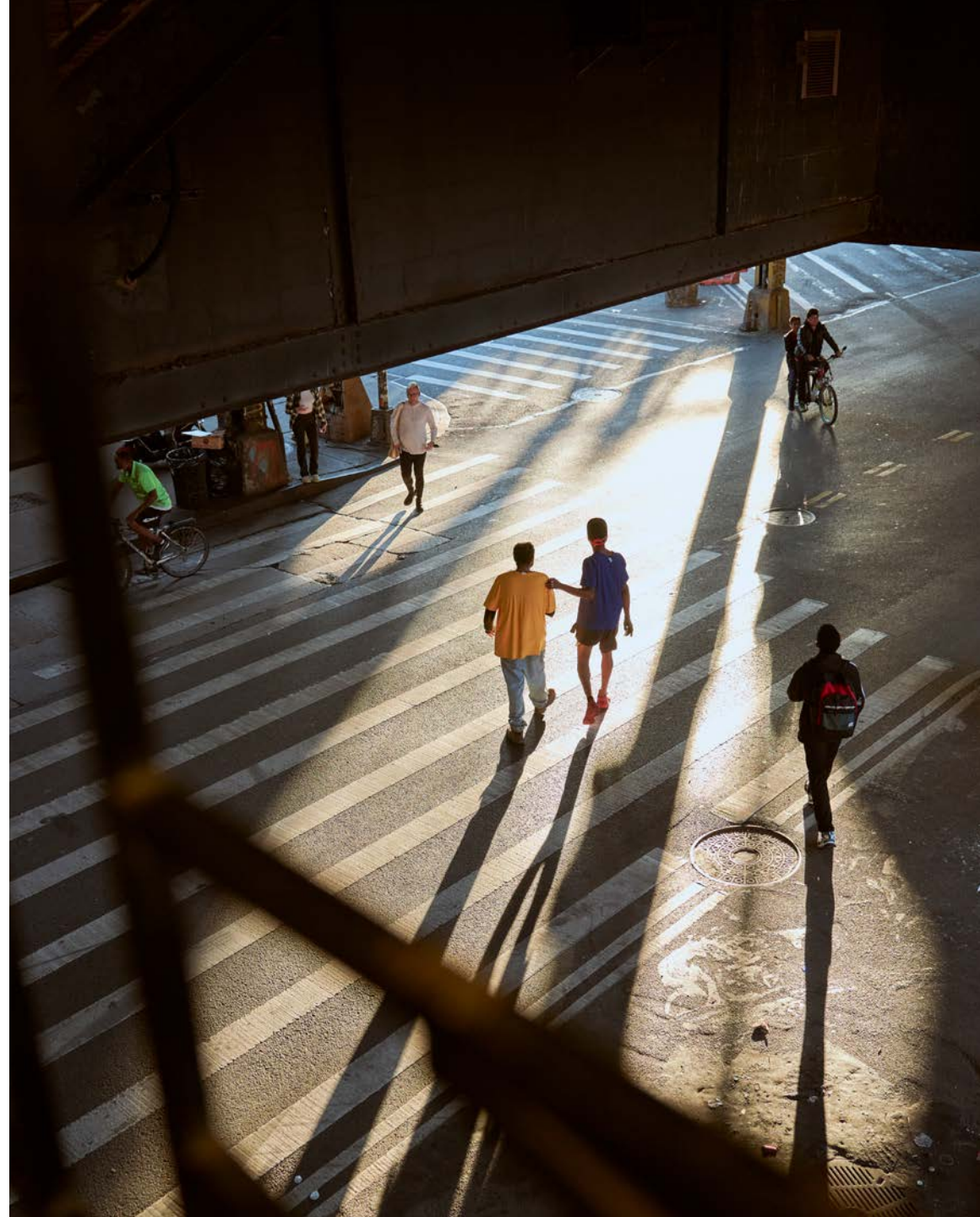
Performance Management

Performance Feedback Conversations

- We want to make sure we're always giving our employees feedback on their performance, both positive and in areas for improvement.

- We want to be especially proactive about giving feedback to employees who are demonstrating a fall in performance.

Performance Management

Constructive feedback is:

1 Specific

2 Thoughtful

3 Timely

Performance Management

Feedback Model

| 1 | **Situation** | 2 | **Behavior** | 3 | **Impact** | 4 | **Way Forward** |

Performance Management

Communicating Feedback

Pre-Meeting: Identify specific areas of improvement, goals and objectives

1 Constructive Feedback

2 Documenting Feedback

3 No Improvement?

- Start with a conversation.
- Prepare clear expectations and feedback.
- Seek to understand root causes.
- Be honest and use tangible examples.
- When positive behavior occurs, also recognize these tangible accomplishments.
- Provide enough time for improvement and/or behavior change to occur.

- Ask employee to summarize in an email back to you.
- Email to clarify expectations and goals.
- All communications, including notes and emails, should not be subjective or emotional.

- Consult with your HR Business Partner on next steps!

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Performance Management

Delivering a hard message

- Breakout in teams of 2.
- In your Learner Guide, read about Emily who recently started at ServiceNow.
- One person will play the acting manager.
- One person will play Emily.

Breakout Session

Performance Management

Guide to Difficult Feedback Conversations

The Basics

- Be fair and accurate.
- Provide job-focused feedback.
- Provide specific feedback.
- Provide specific and targeted feedback.

- Be timely.
- Provide feedback relevant to the employee's role.
- Provide feedback relevant to the employee's skill level.
- Provide time for the employee to respond.

Your Learner Guide includes additional resources to help guide you through difficult feedback conversations.

Performance Management

Red Flags When Delivering Feedback

Examples

- Complaint about "unfair treatment" or harassment.
- Time off needed because of stress, a medical issue, or to care for a family member.
- Performance or behavior problems due to a medical issue / disability.

Your Role When a Flag is Raised

- **Listen.**
- Take careful note of the employee's concerns, but do not request any disability, medical or health specifics.
- **Engage your HRBP immediately!**

During the performance management process, employees may raise issues implicating protected activities or classes.

Performance Management

Addressing Behavioral Issues

- When behavioral issues occur, we want to call them out.

- These issues are different from performance issues and need to be handled delicately, and with tact.

- Let's distinguish between the two.

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Performance Management

What is the difference?

Performance

- Failure to meet expectations of the role such as inadequate technical skills, poor communication with team members, failure to meet deadlines, low productivity, etc.

Behavior / Misconduct

- Conduct that is unlawful or that violates ServiceNow policies
- Conduct in violation of company values
- **Behavioral issue:** inappropriate comments, aggression (verbal or physical), inappropriate relationships, poor attendance, insubordination, and any discriminatory, harassing or retaliatory actions.
- Behavior Management should result in immediate sustained improvement

Consult with your HRBP
before taking action on behavioral issues

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Wrap-Up

Day 2 Takeaways

- Goals + Feedback
- Coaching + GROW Model
- Getting Alignment
- Performance Management
- Wrap Up + Action Planning

Wrap-Up

Day 2 Takeaways

Drive Results

- Conduct performance management conversations
- Demonstrate effective project management, and organizational skills.
- Understand and communicate the business value behind the why for decisions made
- Communicate business unit objectives throughout the year

Align Team

Lead Change

- Make objective, fair decisions and actively mitigate bias: Diversity, Equity, and Inclusion (DEI)
- Resolve conflicts effectively and equitably
- Provide (and ask for) feedback that is specific, timely, and meaningful
- Communicate and motivate to enable change as necessary

Cultivate Innovation

Win as a Team

- Plan and lead highly effective meetings
- Establish trusting relationships
- Create safe and engaging ways of working in a hybrid and global environment
- Delegate/empower effectively

Engage + Inspire

Grow Team + Self

- Demonstrate and teach emotional intelligence, self-awareness, and reflection
- Set goals, and coach team towards achieving them
- Counsel employees on career path options, and empower employees to manage their career aspirations

Develop Talent

Objectives

1

A clear understanding of what is expected from a People Manager at ServiceNow.

2

Explore new tools and techniques to support you with these expectations.

3

Gain new and deeper relationships with other ServiceNow leaders.

Questions?

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THANK YOU