

AVOID FIRST-LEVEL LEADER **BREAKDOWNS**

The lack of formal development creates first-level leaders who feel blocked, frustrated, and untrusted.

FranklinCovey commissioned new research that shows why formal leadership development is the **DIFFERENCE** between a winning organization and a losing one. First-level leaders without formal development are **MORE CHALLENGED** when it comes to coping with change, communication, setting goals, and keeping employees accountable.

56% of organizations **DON'T PROVIDE** formal leadership development for their employees.

When you **FAIL TO PREPARE** employees for leadership, the future of your business has the odds of a **COIN TOSS.**

ARE YOUR FIRST-LEVEL LEADERS **FRUSTRATED?**



Your first-level leaders, employees who have only one level of direct reports, are crucial to your odds of success. First-level leaders lead and motivate front-line employees and are tasked with executing strategic plans. First-level leaders are the stewards of your business.

Business success today can be difficult. Competitors imitate your products and brand. Employees leave, taking knowledge with them. Global competition is ramping up and margins are shrinking. Complicated team dynamics and conflicting generational



This situation is all too common. First-level **LEADERS**, both excited and overwhelmed by their new responsibilities, are **THROWN INTO** their new role with just a “congratulations.”

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management styles create internal uncertainty. Even seasoned business veterans with decades of experience, networking, and organizational knowledge can just as easily lose as win.

More than ever, first-level leaders need a solid foundation, but the majority are left to figure leadership out on their own. Under pressure, combined with a lack of practical how-to knowledge, is a recipe for frustration.

According to new research:

60% of first-level leaders feel overwhelmed with their responsibilities at least a few times a month.

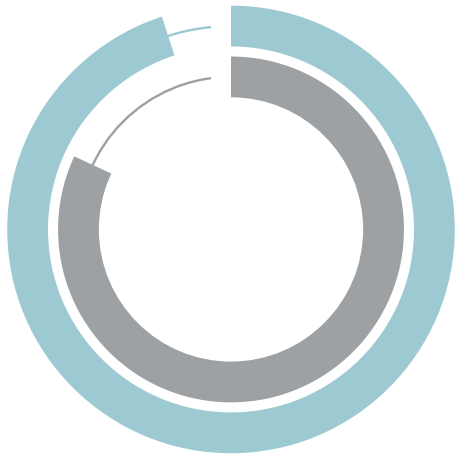
1/2 a year is the time it takes first-level leaders to feel like they even make a difference.

2X higher are the confidence levels of first-level leaders with training than those without training.

ARE YOUR FIRST-LEVEL LEADERS **BLOCKED**?

Many first-level leaders may not even realize they are blocked. 95% of first-level leaders are confident they will meet expectations, but organizations say they picked the wrong manager 82% of the time.*

95% OF FIRST-LEVEL LEADERS ARE **CONFIDENT THEY WILL ACHIEVE** THE RESULTS EXPECTED OF THEM



82% OF THE TIME ORGANIZATIONS SAY THEY **PICKED THE WRONG MANAGER***

According to new research:

First-level leaders without any formal leadership development are more likely to be challenged by:

- Keeping employees accountable
- Setting clear goals
- Dealing with change and uncertainty
- Communicating with upper management

First-level leaders who often feel overwhelmed are more likely to:

- Be unsure they can manage successful projects
- Say aspects of their job are outside their control
- Be unsure they can lead their team through change

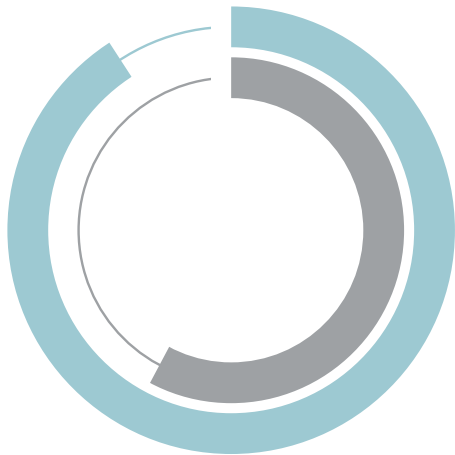
BLOCKED LEADERS

36% of first-level leaders say that many **ASPECTS** of their job are **OUTSIDE THEIR CONTROL.**

ARE YOUR FIRST-LEVEL LEADERS **TRUSTED**?

Trust is the key leadership competency that drives teams forward. When leaders don't trust their teams, micromanaging grows and progress slows. When teams don't trust their leaders, disengagement and attrition reign. Organizations that give leaders the tools to cultivate trust unlock tremendous creativity and collaboration.

91% OF FIRST-LEVEL **LEADERS** ARE CONFIDENT THAT THEY **HAVE THE TRUST** OF THEIR TEAM

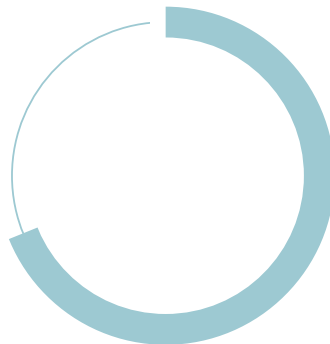


58% OF **EMPLOYEES** SAY THEY **TRUST STRANGERS** MORE THAN THEIR OWN BOSS.*

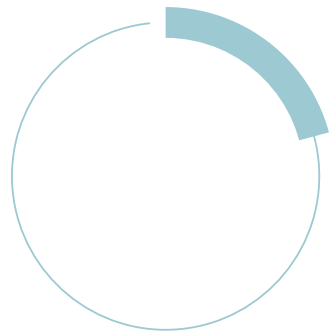
FIRST-LEVEL LEADERS **WITHOUT ACCESS** TO FORMAL LEADERSHIP DEVELOPMENT ARE:



29% LESS LIKELY TO SAY THEY DEFINITELY **HAVE THE TRUST** OF THEIR TEAM



69% FEEL UNCOMFORTABLE **RECEIVING CONSTRUCTIVE CRITICAL FEEDBACK**



21% MORE LIKELY TO **WITHHOLD CRITICAL FEEDBACK** BECAUSE IT IS UNCOMFORTABLE



ARE YOUR FIRST-LEVEL LEADERS **READY** TO LEAD?

The good news is that leadership breakdowns are avoidable. With new mindsets and toolsets, the success of your first-level leaders no longer becomes a coin toss.

According to independent research, the leadership differences between first-level leaders with and without formal leadership development are stark.



FIRST-LEVEL LEADERS **WITH ACCESS** TO FORMAL LEADERSHIP DEVELOPMENT ARE MORE:



THE FRANKLINCOVEY FIRST-LEVEL LEADER REPORT

The FranklinCovey First-Level Leader Report is a quantitative study that helps organizations know how to engage and improve their first-level leaders. A random sample of 400 first-level leaders was surveyed by an independent research firm in November 2018. Margin of error at the 95% confidence level is plus or minus 4.9%.

For more information on this research and ways to improve first-level leaders in your organization, email us at info@franklincovey.com or visit franklincovey.com.