

DEVELOPING A MANAGEMENT PHILOSOPHY: THE A APPROACH FOR MANAGERS

NORTHERN TRUST CLIENT AND PARTNER EXPERIENCE
NORTHERN TRUST HUMAN RESOURCES



WE STARTED WITH A CLEAR PURPOSE

UNDERSTAND EMPLOYEES' CAREER DEVELOPMENT NEEDS AND DESIGN SOLUTIONS THAT:

1. SUPPORT EMPLOYEES THROUGHOUT THEIR CAREERS
2. ALIGN WITH THE BUSINESS'S STRATEGIC OBJECTIVES

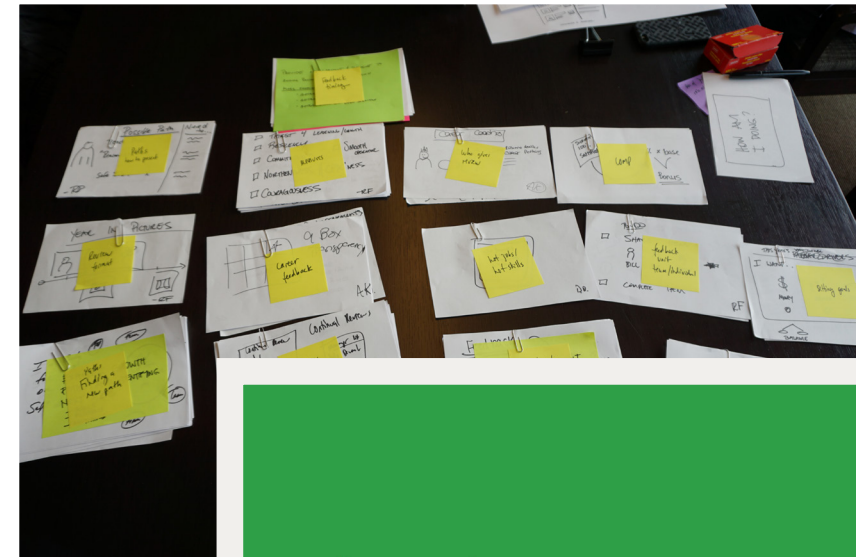
WE TOOK AN ITERATIVE RESEARCH APPROACH

STEP 1

Qualitative: Individual interviews & co-creation sessions

Goal: Surface mechanisms for better supporting career development.

Participants: 48 employees



STEP 2

Qualitative: Analogous research

Goal: Examine how other industries support career development.

Participants: 1 fighter pilot, 1 journeyman electrician, 1 managing director, 1 product engineer

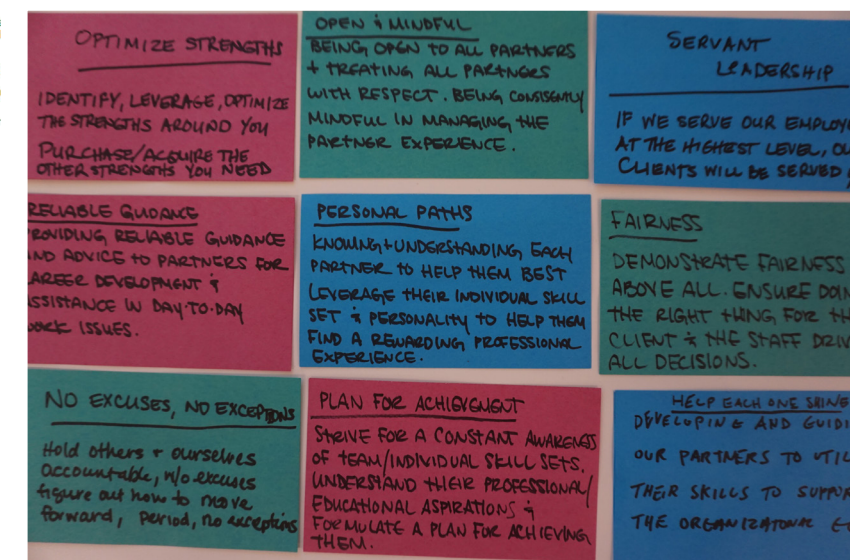
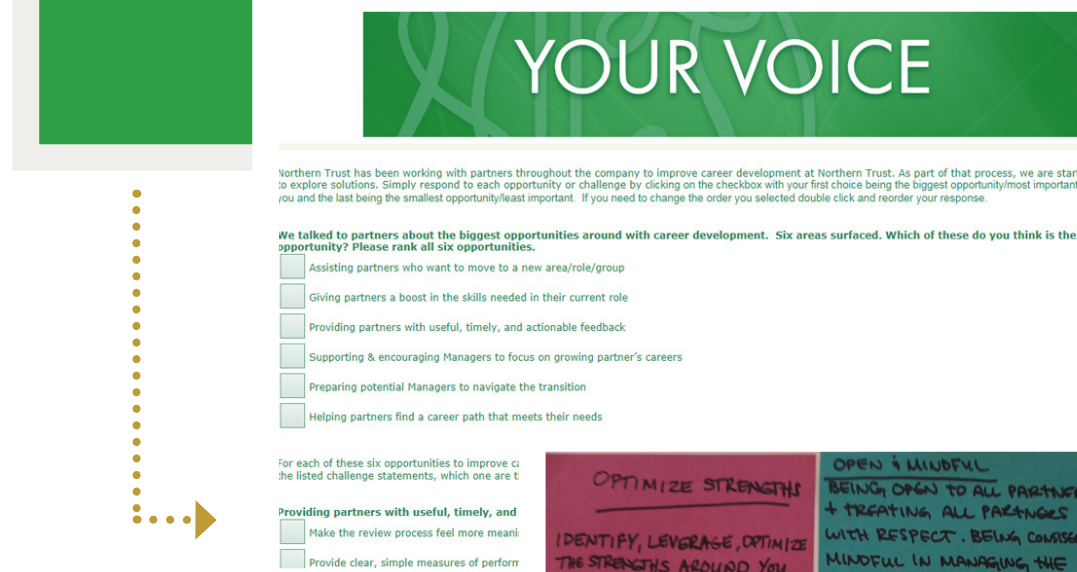


STEP 3

Quantitative: Survey to prioritize opportunity areas

Goal: Identify what research focus would most impact career development at Northern Trust.

Respondents/response rate: 145 employees/21%



STEP 4

Qualitative: Individual interviews & co-creation exercises

Goal: Surface philosophies of great management at Northern Trust.

Participants: 22 high-performing new & senior managers

STEP 5 (ONGOING)

Quantitative: Follow-up surveys

Goal: Measure manager's effectiveness following A Approach for Managers programming.

Respondents/response rate: 431 direct reports/58%

PRE-WORK

Quantitative: Towers Watson all-employee survey

Goal: Analyze employee engagement across regions, roles and time.

Respondents//response rate: 13,578 employees/87%

A APPROACH FOR MANAGERS

LEAD WITH CONFIDENCE, MANAGE WITH CARE AND ENABLE WITH TRUST

Let Partners Know How They're Progressing	Elevate Natural Abilities	Equip Others to Take the Reins	Connect Partners to the Big Picture	Behave Like a Business Owner
Be direct, but kind Encourage through a lens of reality Celebrate and champion success	Take the time to really know people Ignite sparks Coach for what's next	Default to openness Extend trust Assume good intent	Articulate the team's role in creating client value Draw clear, personal connections to team and company Help partners broaden their view	Align the right people and resources to deliver ROI Think big and ask "what if?" Own the team's results

EMPLOYEE INTERVIEWS INFORMED EACH A APPROACH

1 ELEVATE NATURAL ABILITIES

“Look for people who could be potential leaders. A leader takes risks in business, and on people as well.”

2 LET PARTNERS KNOW HOW THEY ARE PROGRESSING

“It’s about being straight and honest.”

3 EQUIP OTHERS TO TAKE THE REINS

“[Employees] feel more empowered.... Now you own the decisions you make.”

4 CONNECT PARTNERS TO THE BIGGER PICTURE

“You have to connect your people to [the vision]. Everyone needs to know how what they do fits into the success of the organization.”

5 BEHAVE LIKE A BUSINESS OWNER

“An important element of being a great leader is understanding your value proposition and adding to it.”