

GUIDE

How to Drive Performance in the Industry 5.0 Era

FRONTLINE MANAGEMENT

Introduction

We are entering a new revolution in the world of work that involves the fusion of technology and human potential. At the center of this transformation, the frontline manager takes on a crucial role, combining traditional skills with adaptation to change.

In this fast-changing professional landscape, several major trends – all linked to each other – stand out: the need for new generations to find purpose in their work, the need for companies to engage their talent in a context of labor scarcity, and the need for today's and tomorrow's leaders to be trained and coached to jump into Industry 5.0 with confidence.

As a result, frontline managers are left with a difficult assignment; they must motivate and guide their teams through these major challenges, while continuing to excel and grow in their role.

This guide offers practical tips, proven strategies, and inspiring perspectives to strengthen the leadership skills of frontline managers and enable them to meet the challenges they are facing in this new industrial era.

Let's explore how they can become not only the managers of change, but also the architects of a future where people and technology thrive together.

"If you give every team member in your company a great manager – a great coach – one who cares about their development and growth, you have successfully engineered an organization with unlimited potential."

Gallup, *It's the Manager*

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Frontline management 101

What is a frontline manager and what is their role in the company?

The frontline manager is the person in charge of an operational unit, making sure it runs smoothly day-after-day. They are both:

- An intermediary between top management and employees
- A manager of one or more teams

Frontline managers are either department managers, area managers, team leaders, or supervisors. They can be paid employees or company founders.

According to the [Harvard Business Review](#), frontline managers make up around 60% of a company's management ranks. A figure that highlights the importance of these players.

Frontline manager's main responsibilities

- Representing their team to management and other departments of the organization.
- Coordinating operations and implementing organizational strategies.

- Coaching and supporting employees.
- Fostering communication and information sharing between team members.
- Developing the skills of each team member.
- Providing regular constructive feedback.

Frontline manager's skills



Why implement frontline management?

Frontline management offers many benefits for companies. It helps employees feel valued and listened to, which in turn boosts their motivation and job satisfaction. This **significantly enhances employee well-being**.

Frontline management also has a positive impact on performance and results. **Satisfied employees mean productive employees**. Trustful relationships between the manager and their team foster collaboration and boost motivation, greatly improving the overall efficiency of the unit.

This bond and increased cohesion between employees and management create a positive working environment that helps **reduce turnover and retain talent**.

"A manager's role goes far beyond supervision. 70% of team mobilization is influenced by managers."

Gallup, *It's the Manager*

7 Best practices for becoming a frontline manager



Cultivate trust



Encourage personal and professional development



Set clear objectives



Foster collaboration



Communicate effectively



Include employees in decision-making



Develop mentoring relationships

The frontline manager in the manufacturing industry

Frontline managers play a central role in the manufacturing industry, working on the shop floor where the action happens:

- They oversee daily activities and coordinate workflows.
- They ensure that manufacturing operations run smoothly, targets are met, and products meet the highest standards.



Need help developing the skills of your
frontline managers?

The Manager's Journey

See how UTrakk optimizes managers' work day

A complete tool to support them every day

UTrakk guides managers through their daily management activities to improve operational and managerial performance, with powerful functionalities available on the web and mobile devices.



Frontline manager's key role in Leader Standard Work

The frontline manager must have clear and structured management routines. Their work must be standardized to create a stable and productive environment, lead teams more effectively, and foster accountability. This brings efficiency, quality, and customer satisfaction, contributing to operational excellence.

What is Leader Standard Work?

Leader Standard Work is an invaluable tool for managing organizational processes and developing consistent practices throughout the company. It is based on the idea that all leaders should have a standard set of activities that they carry out on a daily, weekly, and monthly basis to fulfill their role and responsibilities effectively.

Through this standardized framework, frontline managers are guided in their daily responsibilities, helping them focus on key management tasks and behaviors.

Example of a manager's ideal schedule

8:00 am Kick-off meeting

8:30 am Floor tour

9:00 am Production

10:00 am Floor tour + Coaching

11:00 am Coaching

1:30 pm Health and Safety committee

3:30 pm Shift transition

3:45 pm End-of-shift analysis



The importance of the frontline manager in standardizing work

Frontline managers play a major role in implementing work standards within an organization:

Communicating standards

Frontline managers are often responsible for communicating and explaining to their staff the work standards set by management. They must make sure that employees understand the procedures to accomplish their tasks in compliance with organizational standards.

Training

Frontline managers are responsible for training employees on standard processes. Teams must be adequately trained and able to follow established work standards.

Supervision

Frontline managers monitor the work of their teams to ensure that standards are met. They may carry out quality controls, audits, or performance reviews to verify that employees are doing the work according to set standards.

Change management

When new work standards are introduced, or when changes are made to existing standards, managers play a key role in change management. They have to help their teams adapt to the new standardized processes and apply them effectively.

Feedback and continuous improvement

Frontline managers also gather feedback from their employees on standardized processes and procedures. This allows them to identify opportunities for continuous improvement and adjust work standards accordingly.

What are the key processes of Leader Standard Work?

Leader Standard Work is all about establishing a consistent routine that aligns with the company's reality and fosters a culture of continuous improvement.

Contact our experts to implement the Leader Standard Work and optimize your leadership.

Key processes of Leader Standard Work



Gemba Walks

Managers **perform multiple floor** tours daily to assess performance and address problems



Standardized meetings

Leaders **hold structured, recurring meetings** where critical topics are discussed.



Visual management

Managers **provide clear, visual representations** of standard work practices.



KPI analysis

Managers regularly **review key performance indicators**.



Personal development

Leaders are encouraged to **dedicate time to developing their skills** continuously.

Top frontline manager challenges

The shifting role of the manager

Today's growing working demographics – Millennials and Generation Z – are looking for personal and professional satisfaction but most importantly, they are looking for meaningful jobs that help them grow and motivate them every day.

With this new purpose, the frontline manager can no longer have an autocratic management style. Old practices like “giving orders so employees can execute them” are not aligned with current expectations and could have a negative impact on the organizations that still use these dated management methods.

Frontline managers must change and adapt to combine the traditional role of a manager with the aptitudes of a coach. Their responsibility is no longer solely supervising employees; they must also guide them, inspire them to give their best, support them, and help them develop their strengths and achieve their career goals.

“Millennials and Generation Z don't want bosses; they want coaches.”

Gallup, *It's the Manager*

The shift in leadership

PAST	→	FUTURE
My paycheck	→	My purpose
My satisfaction	→	My development
My boss	→	My coach
My annual review	→	My ongoing conversations
My weaknesses	→	My strengths
My job	→	My life

“Billions of dollars are spent each year on manager development

Yet Gallup finds that only 1 in 3 managers strongly agree that they have had opportunities to learn and grow in the last year.”

Gallup, *It's the Manager*

The 6 challenges of frontline management and their solutions

Challenge #1: Lack of understanding and qualifications

Many frontline managers fear that they are not sufficiently qualified for their role. They are put in charge of a group and then have to fend for themselves.

However, being an excellent or long-serving employee does not necessarily mean being a good manager. Leading a team requires experience, specific skills, and a very deep understanding of the manager's role.

Solutions

- Clarify the role and expectations of a manager from the outset.
- Support and equip your frontline managers.
- Invest in developing the skills of frontline managers by providing them with the resources they need to succeed.

Challenge #2: Engaging employees

Engaging employees is a major challenge for managers because it has a direct impact on productivity and, consequently, on the organization's success.

Solutions

- Offer training and coaching programs for frontline managers.
- Implement employee engagement assessment systems (surveys, individual interviews, key performance indicators, etc.).
- Provide advice and resources to help frontline managers solve employee engagement problems.
- Develop programs to motivate employees (benefits, professional development opportunities, recognition and reward programs, etc.).

Challenge #3: Time management

Frontline managers have to strike a balance between managing tasks and leading employees. They also need to know how to delegate, while maintaining a supportive and motivating environment. To do that, proactive time management and organizational skills are a must.

Solutions

- Plan and prioritize tasks.
- Dedicate time for management responsibilities.
- Use time management tools.
- Know how to delegate.
- Anticipate problems.

"1 in 5 employees strongly agree that they are managed in a way that motivates them."

Gallup

" 21 % of employees disagree or strongly disagree that their employer would do the right thing if they raised concerns about ethics and integrity. "

Gallup, *It's the Manager*

Challenge #4: Managing DEI-related conflicts

Conflicts related to diversity, equity and inclusion (DEI) are inevitable in any workplace and frontline managers are often tasked with resolving them, acting as mediators.

Gender, culture, race, and religion are sensitive factors and must be handled with tact and objectivity.

Solutions

- Offer regular training on cultural sensitivity and inclusion.
- Encourage open and frequent communication between group members.
- Establish shared rules and values within the team.
- Recognize and celebrate individual strengths and talents within the team.
- Ensure that responsibilities and tasks are distributed fairly.

Challenge #5: Change management

New processes, policies, strategies, technologies... the frontline manager must constantly adapt and ensure that their team keeps up with these changes.

Solutions

- Ensure that employees are properly trained to use implemented technologies.
- Encourage the adoption of new technologies by the team in their daily work.
- Involve team members in the change process by asking for their comments and ideas.
- Identify employee resistance to these changes and work with them to overcome it.

Challenge #6: Feedback for performance management

Today's employees demand regular, constructive feedback on their work.

Solutions

- Set up regular follow-up meetings with each employee to discuss their objectives, progress, and areas for improvement.
- Provide immediate feedback when relevant, rather than waiting for an annual or monthly performance review.
- Adopt a positive and constructive approach, focusing on the employee's achievements and skills, while identifying areas for improvement.
- Offer specific training to managers on how to give constructive and effective feedback.

With these challenges in mind, it is critical to equip frontline managers with the right tools, so that they can face them with confidence and succeed in their leadership role.

"To inspire exceptional performance, managers have to lead with – and continually revisit – meaningful feedback based on what each person naturally does best."

Gallup, *It's the Manager*

Benefits of empowering frontline managers

In a [Harvard Business Review](#), 77% of executives agreed that frontline managers play a vital role in achieving their organizational objectives.

As business leaders, you should have a vested interest in the development and empowerment of your frontline managers. By providing them with the appropriate resources, training, coaching, and tools, you ensure that your managers are able to lead their teams to success.

Here are a few reasons why you should rethink your management policy with frontline managers in mind:

Overall performance improvement

Empowered frontline managers are better prepared to manage operational challenges and foster a high-performance culture within their teams.

At Proaction International, we have seen on average 10-15% improvement in performance – 25% in some cases –with leadership coaching and the use of the UTrakk platform:

- **25% yield improvement at Nellson, Anaheim, CA, USA.**
- **30% warehouse productivity improvement at DHL, McDonough, GA, USA.**

"Leadership is not about being in charge; it's about taking care of those in your charge."

Simon Sinek, British-American lecturer and author of books on management and motivation

Employee engagement

Motivated and engaged employees are loyal employees. Good frontline managers improve their employees' life. They contribute to retaining talents within the company (in other words, reducing staff turnover) by meeting their needs and creating a positive work environment.

According to a [study by Workday](#):

- **79% of frontline workers who feel a sense of belonging at work have no plans to leave their employer.**
- **80% of workers who say their manager understands and regularly supports them indicate they are happy in their job with no plans to leave.**

Better internal communication

Frontline managers are an essential communication channel between top management and employees:

- They relay information in an accurate and timely manner.
- They convey management's vision to workers.
- They escalate issues from the floor to the top.

Ability to adapt to change

Empowered frontline managers are better able to manage transitions, crises, and company transformations.



Training and coaching frontline managers

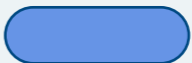

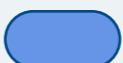
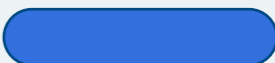

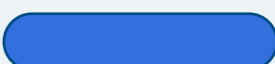
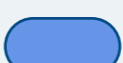
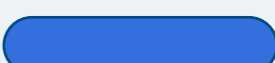
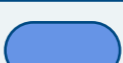
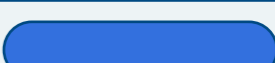

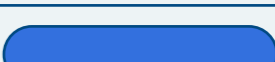

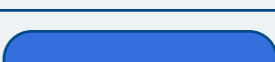

The benefits of training and coaching for frontline managers

From managing employees and their performance to making decisions on complex problems, frontline management requires a wide variety of skills that demand training and coaching. It's time for companies to recognize the strategic value of these leadership development initiatives and leverage them continuously rather than on an ad hoc basis.

Training enables managers to fully fulfill their role and deploy their leadership potential, while coaching supports and perpetuates the benefits of training.

Coaching is an indispensable tool for supporting and sustaining the benefits of manager training. The presence of an external person who observes, comments, and supports leaders in real time is the best way to bring deep changes in behavior and lasting results.

Training vs Coaching

BENEFT	TRAINING	COACHING
Skills development		
Productivity improvement		
Better adaptation to change		
Personal development		
Leadership development		
Effective challenge management		
Emotional intelligence		
Personalized support		



Looking to invest in training and coaching for your frontline managers?

Best practices for training and coaching frontline managers

1) Assess your managers' needs before choosing a program:

Identify specific skills to develop and the challenges faced by managers.

2) Choose a customized solution that meets managers' individual needs:

Personalized coaching or customized training help optimize the professional development of managers.

3) Empower frontline managers to apply what they have learned:

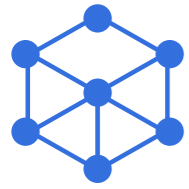
Learning through experience gives a deeper level of understanding and helps managers to use the acquired knowledge in the action.

4) Implement regular monitoring and evaluation programs:

Monitoring and evaluating enables you to assess the performance of manager training and coaching initiatives and adjust if necessary.

5) Make training and coaching a part of the corporate culture:

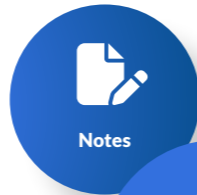
Training and coaching allow managers to learn essential leadership skills and equip them to manage their teams efficiently, achieve organizational objectives, and solve challenges successfully.



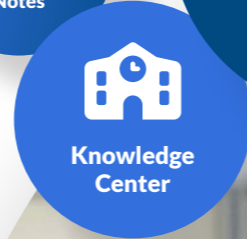
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Daily Management System

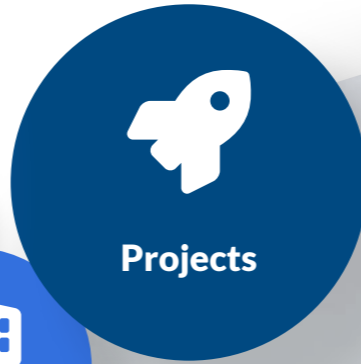
Switch to management 5.0



Notes



Knowledge Center



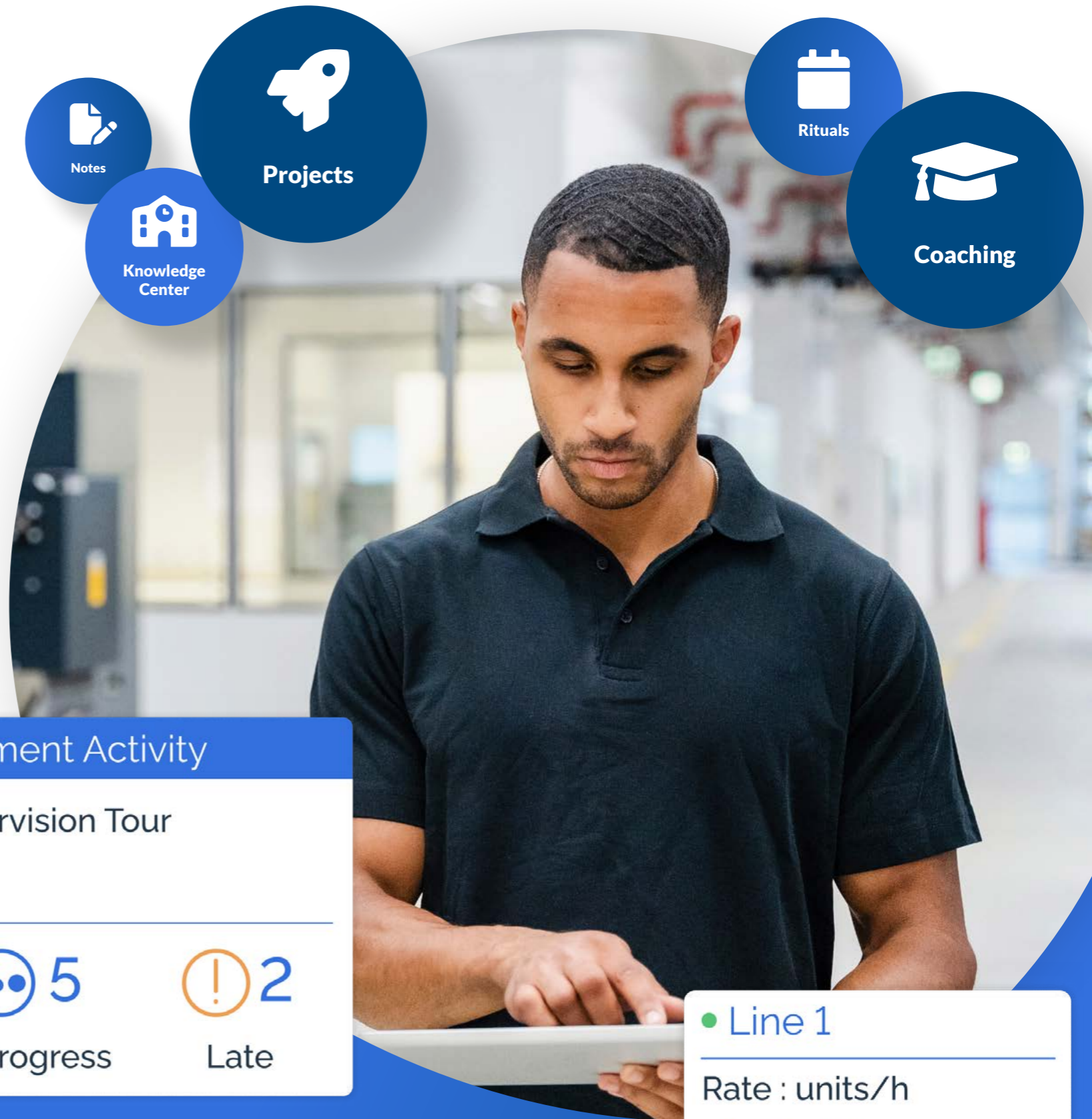
Projects



Rituals



Coaching



Next Management Activity

9:30 : Active Supervision Tour

MY ACTIONS

3 5 2

Completed In Progress Late

Line 1

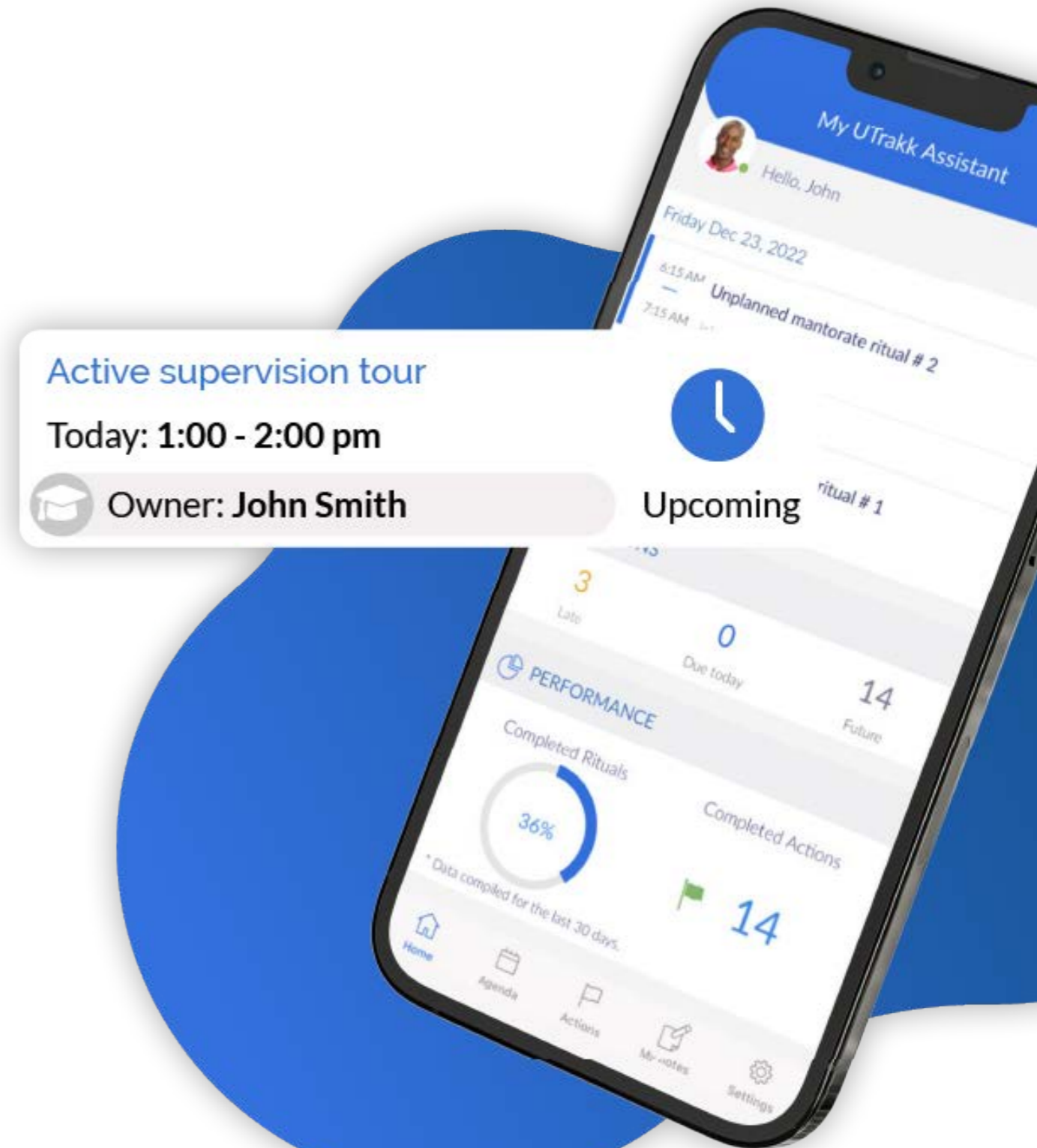
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UTrakk: Digital solution for Industry 5.0

The UTrakk Daily Management System (DMS) guides managers throughout their management activities with powerful cross-platform functionalities that help drive managerial and operational performance. Focused on the human, these functionalities foster the best leadership behaviors in managing operations, making this system the ideal solution for Industry 5.0.

- Structure and increase active supervision tours.
- Define and track action plans to solve problems and make improvements.
- Enhance alignment and communication through collaboration tools.
- Facilitate prioritization and decision-making with tangible data.
- Strengthen the accountability and rigor of your teams.
- Help managers adopt the right management behaviors.
- Standardize and perpetuate best managerial and operational practices.





Dashboards and KPIs

Drive performance with personalized dashboards, allowing you to track your KPIs and make informed decisions.



Digital Leader Standard Work

Structure best management practices in a digital agenda that supports continuous improvement and managerial efficiency.



Floor tours and Gemba Walks

Carry out regular, structured floor tours to follow up with your teams and ensure that work is progressing and targets are met.



Audits and checklists

Standardize audits and checklists to monitor critical control points and set priorities in a consistent way.



Meeting management

Create seamless and effective communication channels with structured meetings that support problem-solving and collaboration.



Project tracking

Plan activities, define owners and deadlines, and track project status, ensuring that objectives are met.



Coaching

Define personalized coaching plans and monitor progress, for ongoing development of management skills.



Knowledge Center

Digitalize documentation, procedures and processes for each workstation to safeguard and share knowledge and expertise.

Conclusion

The Industry 5.0 era heralds a new management approach where the convergence of technology and human potential is transforming workplace dynamics. Frontline managers stand as central actors in this new work landscape where they must navigate through changes, while increasing the growth and performance of their teams.

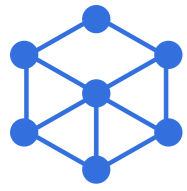
This guide has provided invaluable information on the many facets of the frontline manager's role, emphasizing the need to adapt, demonstrate leadership, and embrace new management trends.

It is becoming clear that effective leadership is based on both traditional management skills and innovative approaches aligned with the principles of Industry 5.0. Whether it is fostering

employee engagement, standardizing work practices, or managing change, frontline managers are of paramount importance to organizational success. By empowering them with the support, training, tools, and technologies they need, companies can unleash their full potential and foster a culture of excellence and resilience.

As we seize the opportunities of Industry 5.0, let's empower frontline managers to become the architects of a future where humans and technology thrive together, paving the way for sustainable growth and prosperity.





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Give the best management experience

to your managers

