

BEYOND THE BOTTOM LINE

Manager and senior leadership engagement

WHY IT MATTERS...



We all know that managers are crucial when it comes to engaging employees.

But recent research suggests that the workforce is beginning to turn increasingly to senior leaders to deliver on the engagement equation...

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HOW TO GET THE BEST FROM YOUR FIELD GUIDE

This H&H IC Field Guide is packed with the latest must-know stats and facts on manager and senior leadership engagement, to help you understand just how big an impact those at the top can have on the bottom line.

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WHY IT MATTERS

MANAGERS ARE KEY TO ENGAGEMENT...

...BUT ARE SENIOR LEADERS BECOMING MORE IMPORTANT?

54%

of employees who strongly agree that they can approach their manager with any type of question are highly engaged. Those who don't feel this way are actively disengaged¹

SHAPING CHARACTER & FOSTERING FREEDOM

When managers emphasise 'shaping character' and 'fostering freedom', **96%** of employees rate them as effective leaders, versus **52%** when they don't⁴

80%

of employees who are dissatisfied with their direct manager are disengaged⁵

FOCUS ON STRENGTHS

'Great managers know that weaknesses can't be developed much at all – but employees' strengths can be developed infinitely'

Jim Clifton, Chairman, Gallup

UNREALISTIC EXPECTATIONS OF MANAGERS

is the 2nd-biggest cause of workplace stress²

67%

OF EMPLOYEES

who strongly agree that their manager focuses on their **strengths** or positive characteristics are engaged¹



Teams led by managers who focus on their weaknesses are **26% less likely** to be engaged³

DO NOT DISTURB

Engagement plummets to **2%** among teams with managers who ignore their employees³



GIVE FREQUENT FEEDBACK AND RECOGNITION

96% of employees think receiving feedback regularly is a good thing...¹²

91%

91% of employees feel motivated to do their best when they have leadership support...¹³

COMMUNICATE CONSISTENTLY

Only **13%** of employees strongly agree that their senior leaders communicate effectively with the rest of the organisation¹¹

Over **90%** of employees believe bad news is better than no news¹⁴

69% of managers feel uncomfortable communicating with employees in general¹⁵

Be supportive

Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled'

– Anne M. Mulcahy, former CEO of Xerox

70%

CREATE A COMPELLING VISION

70% of employees say their managers do not provide clear goals and directions¹⁵

'When people are financially invested, they want a return. When people are emotionally invested, they want to contribute'

Simon Sinek, author best known for *Start With Why*

BE AUTHENTIC

'Authenticity is all about words being consistent with deeds. Authentic managers and leaders live their values every moment of the day'

– *The Extra Mile*, by David Macleod and Chris Brady



BUILD TRUST

85%

of employees are likely to stay longer with an employer who shows a high level of social responsibility⁸

EMPLOYEES LOOKING TO SENIOR LEADERS

'[Research indicates] that the manager is not as important in the engagement equation as they once were. It is likely that employees are looking to senior leaders to point the way and make decisions for the future much more closely than before.'⁶

HOW TO BE A GREAT SENIOR LEADER OR MANAGER...

TEN TOP ENGAGING BEHAVIOURS

HAVE A SINCERE INTEREST IN EMPLOYEES' WELL-BEING

APPRECIATE AND CELEBRATE GREAT WORK

ACT QUICKLY IF PEOPLE ASK FOR HELP

GIVE EMPLOYEES REGULAR CONSTRUCTIVE FEEDBACK

ASK FOR FEEDBACK ON HOW YOU'RE DOING

EXPLAIN THE WHY AS WELL AS THE WHAT

INSPIRE ENTHUSIASM FOR WORK

BE AUTHENTIC, HAVE INTEGRITY

ENGAGE YOURSELF!

ABOVE ALL - LISTEN