Does a Good Job of Managing

Understanding the Issue

This theme examines employees' perceptions of the skills and competencies of their manager.

The results in this area reflect how well employees believe their manager performs his or her job as a team leader.

This does not directly address employee relationships or interactions with direct managers, other than to the extent they impact their job performance.

As such, results can often contrast with those for:

- *Manager Equity*
- *Manager Interest/Sincerity*

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Leadership Training for Managers

Managers need to develop a wide array of skills to be effective in their roles. Organizations should provide training opportunities, routine feedback and best practice sharing among managers to continually develop their performance.

2 Positive Working Relationships

It is important that managers know their team well, both on a professional and personal level. They do not need to be friends with each employee but must make sure everyone feels respected and treated fairly. Tasks should be assigned based on team member capabilities and development goals.

3 Maintain Good Communication

Managers should keep their team up to date on what is happening within the organization. They should encourage positive feedback and make an extra effort to be accessible as this will not only improve communication but will help build trust.

4 Acknowledge Good Work

It is important that managers provide positive feedback and acknowledge employee/team efforts and achievements. This helps build more confidence among employees and at the same time encourages them to be more involved in future tasks.

Why is this Important?

Direct managers can have a powerful impact on employee engagement.

A weak manager who struggles to administer their team and marshal resources effectively will hurt team performance and morale.

When employees do not feel supported to do their best, they slowly disengage and lose motivation.

Effective managers can cultivate an environment to bring out the best in individuals and to focus team efforts on company goals.

In addition, their routine interactions with employees can provide recognition and feedback to drive superior employee engagement and performance.

Factors that Influence

+ Understanding of manager's duties

+ Direct Involvement with employees

+ Individual team size

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Encourages Involvement and Feedback

Understanding the Issue

This theme assesses how well employees feel their immediate manager encourages employee involvement and feedback.

This theme does not directly address employees' relationships with their direct managers, but rather focuses on the interactions they have with them.

As such, results can often contrast with those for: My Supervisor/Manager does a good job of managing my department and My Supervisor/Manager has a sincere interest in my well-being.

Factors that Influence

+ Direct involvement with employees
+ Individual team size
+ Supervisor/Manager efforts
+ Do not report to a direct supervisor/manager

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Culture of Trust and Openness

Managers can help build a culture of trust and openness by communicating with employees on a regular basis and letting them know how their contributions matter. When employees feel their feedback and opinions are valued, it increases their engagement and motivates them to perform better.

2 Coaching

Managers should focus on developing the employees they work with. They should have regular one-on-one meetings with their team members to discuss projects, opportunities and challenges. Encourage employees to present solutions to problems and then help and/or provide directions, where necessary.

3 Empower, Ask and Listen

To motivate and inspire others, managers should ask questions and take the time to listen and understand the ideas and opinions of others. They should make every effort to empower their team members to do their jobs independently and find solutions to their problems. Managers should refrain from micromanaging and accept that their way may not be the only way to complete a project.

4 Employees as Partners

Involving employees in key decisions and projects not only provides the organization with new ideas but encourages employees to offer additional input in the future. Seeing employees as partners and empowering them to collaborate on decisions fosters a stronger sense of purpose and responsibility.

Why is this Important?

Employee involvement is crucial to attain business/team goals.

When employees are made to feel they are a part of a team and that their opinion smatters, they perform better and produce more favorable results.

Similarly, not having the opportunity to share one's opinions and feeling valued can significantly impact engagement and demotivate employees.

Managers can be proactive and to impact employee involvement because of their day-to-day interactions with them.

They can create a collaborative environment and get employees more involved by giving them opportunities to share their suggestions and concerns and then act upon this feedback in a timely way.

Doing so can lead to an increased level of trust, respect and commitment among employees.

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Available To Answer Questions

Understanding the Issue

Results related to this theme primarily express how accessible employees' feel their direct manager is when they reach out to address a question or issue that cannot be resolved on their own.

Additionally, it partly reflects how valuable they feel their manager is as a resource to help them address and solve problems as they encounter.

These results can be examined alongside My manager does a good job of managing my department to gain a more complete understanding into how effective employees feel their manager is.

Factors that Influence

+ Employee Seniority
+ Mgr. Experience & Tenure
+ Team Size

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Schedule Open Door Time

Managers need to have clearly defined and consistent windows of availability to be accessible to employees and still complete their own tasks. Make sure an open-door policy also comes with a set schedule that is followed consistently. This will enhance employees' confidence that their questions will be addressed in a timely manner.

2 Weekly Coaching Session

Managers should set up weekly coaching sessions with direct reports that are employee-driven. Encourage employees to submit questions and challenges in advance of the meeting to give managers ample time to review and prioritize them. This will help focus the time spent together to amply address key questions, challenges and concerns.

3 Encourage Employees to Try, Then Clarify

Prior to an employee seeking help, a manager should confirm that they need it. Managers should encourage their employees to try, then clarify. Employees can be coached on how to work through potential solutions and what their manager is looking for before seeking their help. Over time, this will enhance employees' problem-solving abilities as well as managers' effective use of time.

4 Delegate tasks

When a manager's finds less time in their schedule, it can be helpful to take a step back to see if certain tasks can be delegated to others. This will free up time for managers to make themselves available to their direct reports and answer any questions they may have.

Why is this Important?

Employees' relationships with their manager form a core component of their employee experiences and strongly impact their engagement. This is especially true for newer employees.

Managers can strengthen employee engagement by making themselves accessible to provide answers and to help solve problems. This provides invaluable opportunities for development, guidance, and rewards proactive employees and improves team morale.

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Treats All Employees Fairly and Equally

Understanding the Issue

Strong, meaningful relationships are tangible when employees experience the same amount of respect from leaders. While management styles differ, one crucial practice they should have in common is to treat all employees fairly.

Leaders need to exercise judgement. Fairness means treating everyone appropriately and individually, based on circumstances and contribution. Without a genuine and trusting culture that supports employees fairly, there is a substantial risk of creating a negative work environment.

This theme's results may correlate positively with Employee Engagement, Equality & Diversity, and Recommending as a Good Place of Employment

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Build Trusting Relationships

Treat all employees with dignity and respect. Ensure corporate rules and regulations are clear and applied equally and fairly across the board. Take immediate action when employees or teams are being treated unfairly. Workplace favoritism and unfair practices can substantially decrease employee morale and productivity.

2 Fair & Equitable Practices

Almost all employees differ in their work ethics, skillsets and levels of productivity. Treating employees the same in all circumstances can cause several workplace issues. Equality is when employees perform at the same levels and are rewarded & evaluated the same. Fairness is recognizing specific employee contributions or capabilities and then adjusting accordingly.

3 Listen, Speak & Act with Integrity

Active listening and appropriate follow through provides a foundation for relationships to thrive. Speaking with honesty and understanding builds trust and encourages meaningful dialogue. Acting with integrity raises relationships to high standards. Relationships need curiosity to grow, candor to deepen, and integrity to continue.

4 Support Employee Growth

Help employees envision their full potential by fostering their skills & abilities. Guide, support and motivate them to reach their fullest potential. Explain organizational expectations clearly and emphasize the levels of performance/quotas that are considered exceptional. Reward employees who meet these standards of excellence.

Why is this Important?

Employees need to feel respected, that they are an integral part of a team and that their ideas and contributions matter.

When these important elements are in place, employees are much more likely to go the extra mile for their company.

Equality, diversity and inclusion are also important aspects of fair treatment which help foster happier, more engaged and productive employees.

Factors that Influence

+ management coaching skills
+ investment in growth
+ communication
+ willingness to share feedback

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Sincere Interest in Employee Well-Being

Understanding the Issue

Results for this statement reflect how strongly employees feel their direct manager values their well-being. This can be apparent when managers are making decisions and administering their department.

This can range from how dedicated managers are to formal company well-being programs to merely how well they listen and exhibit empathy for employees.

Factors that Influence

+ Size of dept & teams
+ Personal relationships

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Manage Workloads

Successful and engaged staff need to be challenged. If they are consistently overworked, they risk feeling burnt-out. Employees' goals and responsibilities should be consistently reviewed to provide attainable targets and feedback. Otherwise, they may feel they are being set up to fail.

2 Make Feedback Personal

When sitting down with employees to review goals and provide feedback, managers should explicitly include questions about personal well-being. Employees feel more valued by managers who try to understand their personal challenges and circumstances.

3 Open Communication

In addition to discussing business development, management should support an environment where employees feel comfortable sharing their feedback. Managers will understand any issues that are going on with their team (both personal and professionally).

4 Promoting Wellness

Managers should lead by example by taking their well-being seriously. Through actively participating in company wellness programs and balancing work with breaks, it is important that employees understand the importance of work life balance. Additionally, they should consistently act fairly and respectfully towards all team members. This helps staff feel valued and confident that any personal issues will be equally treated with care.

Why is this Important?

Well-being and performance go hand in hand. When employees do not feel they are valued beyond their work contributions; morale suffers, trust declines and employee engagement decreases.

Employees who feel their managers are looking out for their best interests are much more willing to accommodate requests and successfully navigate difficult periods of change and transition.

Managers play a pivotal role in the well-being of their employees (both in their personal & in their professional lives). Organizations must set up managers with the right tools to set them up for success.

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