



# Leading the Way

## Building Engaged and Effective Managers

Human Resources Executive  
Magazine Webcast

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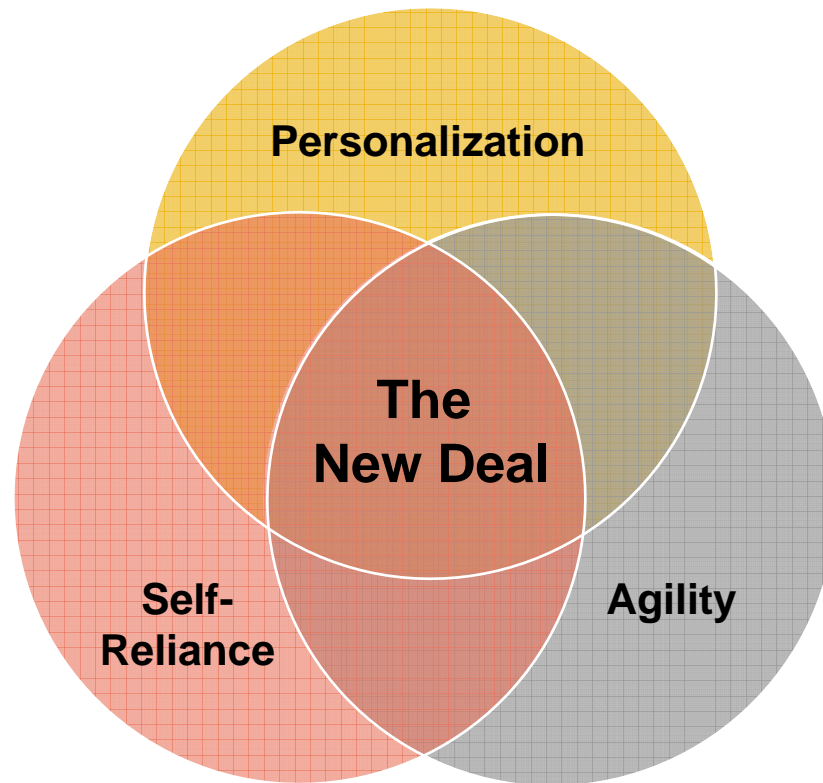
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# Today's volatility makes the manager's job more difficult than ever...



...And they must manage through the “new deal”



## Seven steps to improve manager effectiveness and engagement

- 1** managers are employees first
- 2** eliminate excuses for managers to communicate
- 3** give managers the big picture
- 4** help managers capitalize on engageable moments
- 5** good managers need good leaders
- 6** invest in manager development
- 7** measure manager effectiveness

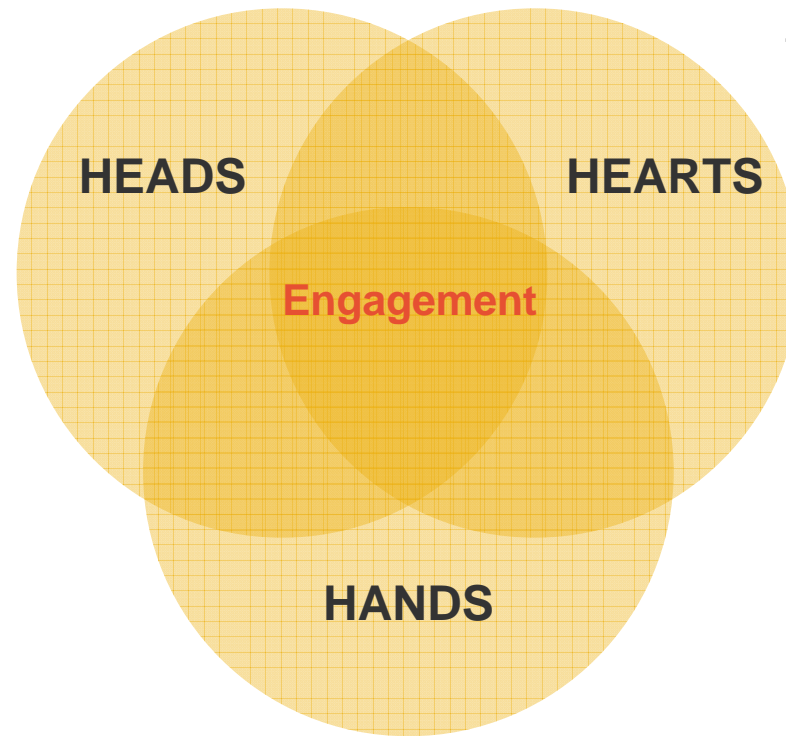
# 1. Managers are employees first

Focus on driving manager engagement

# What is engagement?

*Employees are engaged when...*

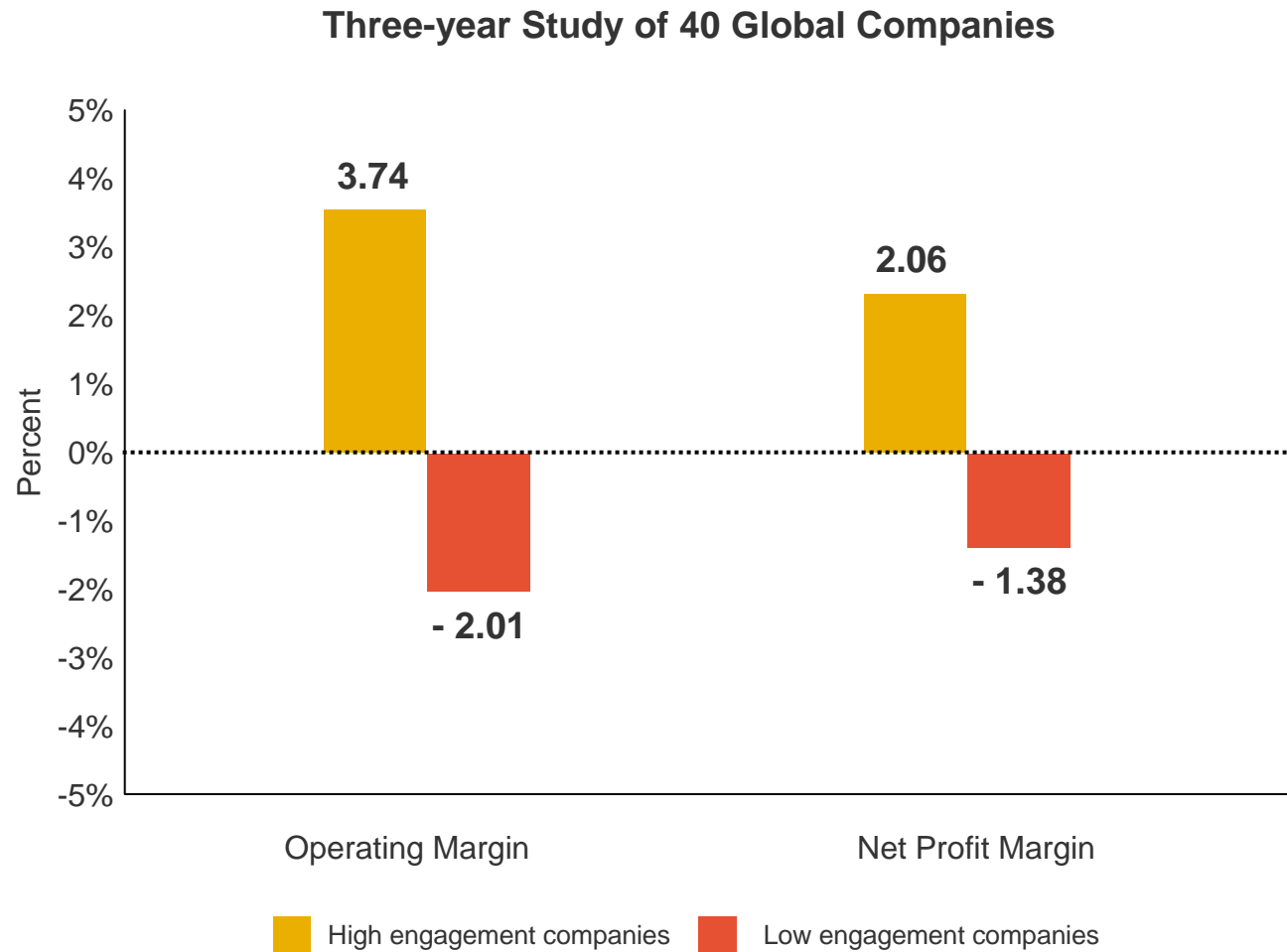
They have a rational understanding of the organization's goals



They have an emotional attachment to the organization

They are willing to *go the extra mile* to help the organization succeed

# How does engagement impact the bottom line?



## This is an opportune time to be paying attention to what drives manager engagement

**Strategic** direction and leadership.  
**Customer** focus.  
**Clear** communication.  
**Feeling** valued as an individual.



Excel in these areas to increase manager productivity and lower manager turnover

# What brings managers in the door...and drives them out

## Top three reasons managers joined

1. Nature of work
2. Job security
3. Base pay

Identify **stressors** of managers and work to remove them in order to retain

## Top three reasons managers would consider leaving

1. Stress
2. Base pay
3. Work/life balance

# High vs. low manager engagement – they define stress differently

## Managers with High Engagement

1. Work group environment (lack of teamwork/ support, inadequate staffing, uneven workload/ performance in group)
2. How the job is defined (unclear or conflicting performance expectations, excessive workload, performance in group)
3. Company culture (expectation of availability during non-work hours, tendency to avoid accountability, assign blame to others)

## Managers with Low Engagement

1. Leadership (lack of confidence in organization direction, lack of credibility)
2. How the job is defined (unclear or conflicting performance expectations, excessive workload, performance in group)
3. Supervisor (lack of support, lack of feedback, poor communication, not keeping promises)

High engaged managers are **stressed** when they can't get their work done

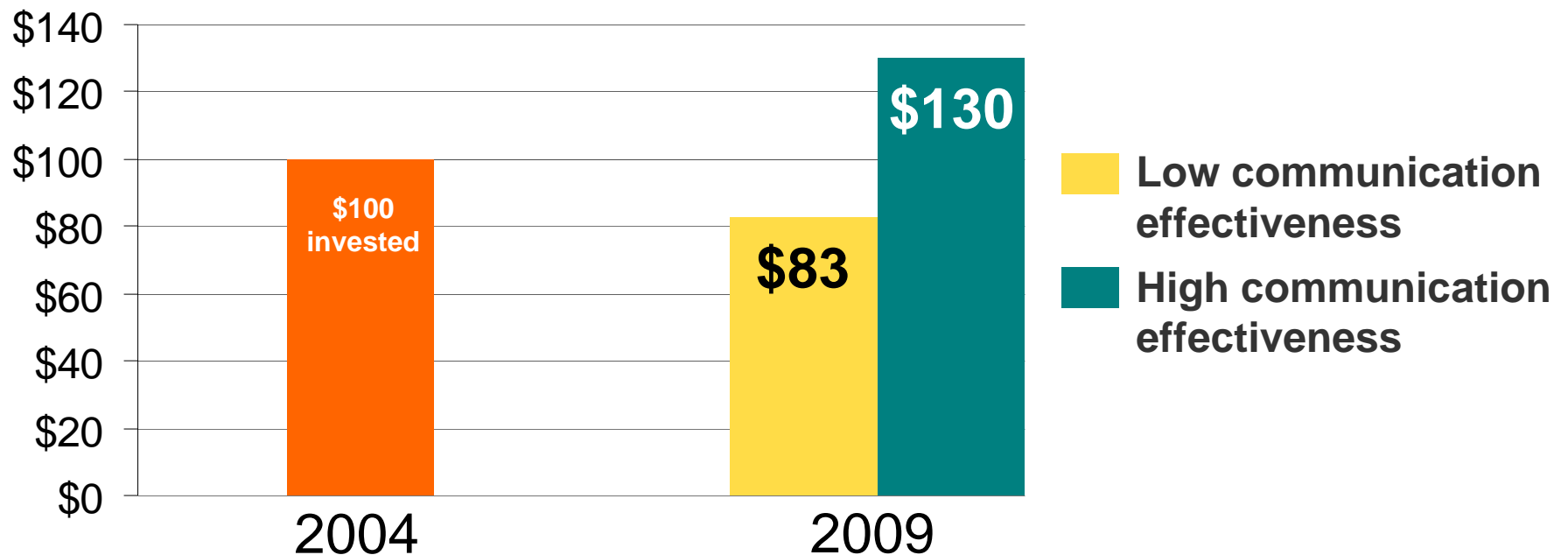
## **2. Eliminate excuses for managers to communicate**

**Communication is key when the going gets tough**

# How does effective communication impact the bottom line?

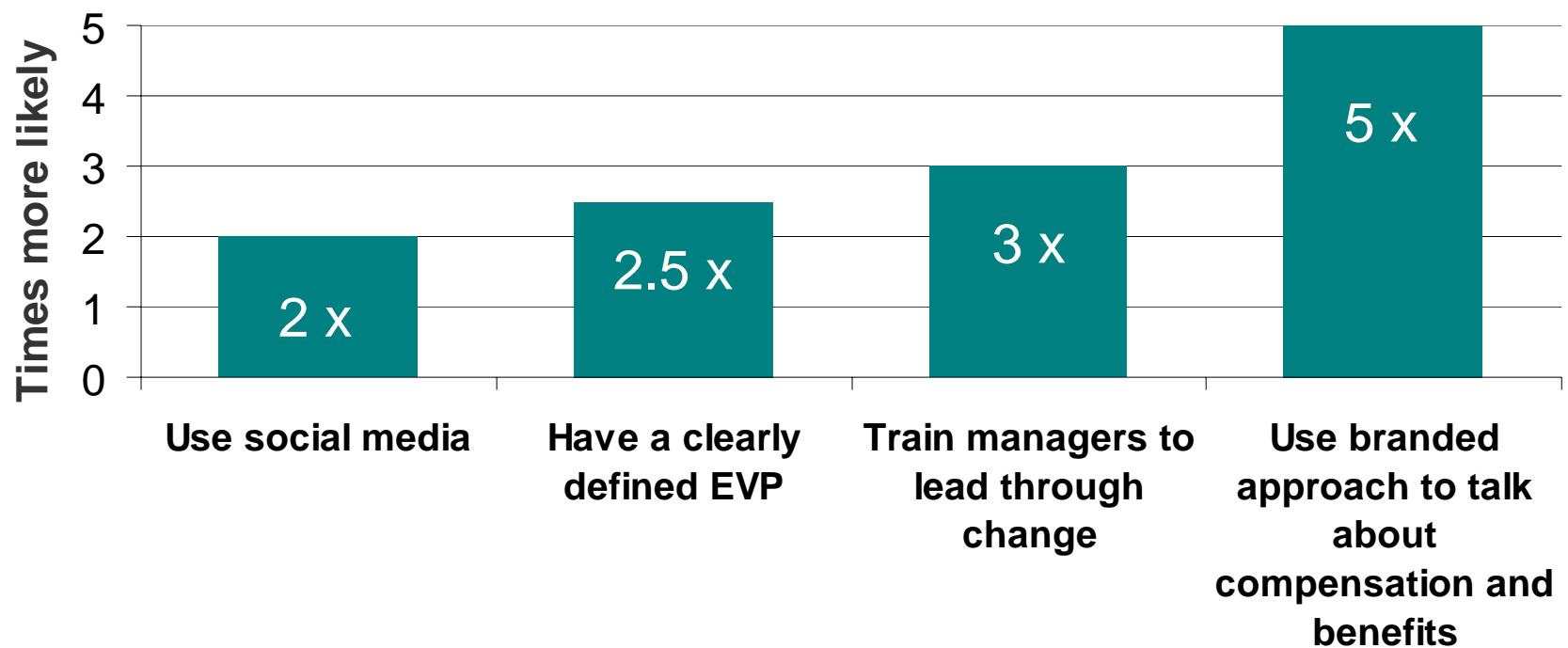
Effective Communication is a Leading Indicator of Financial Performance

## Return on Investment by Communication Effectiveness

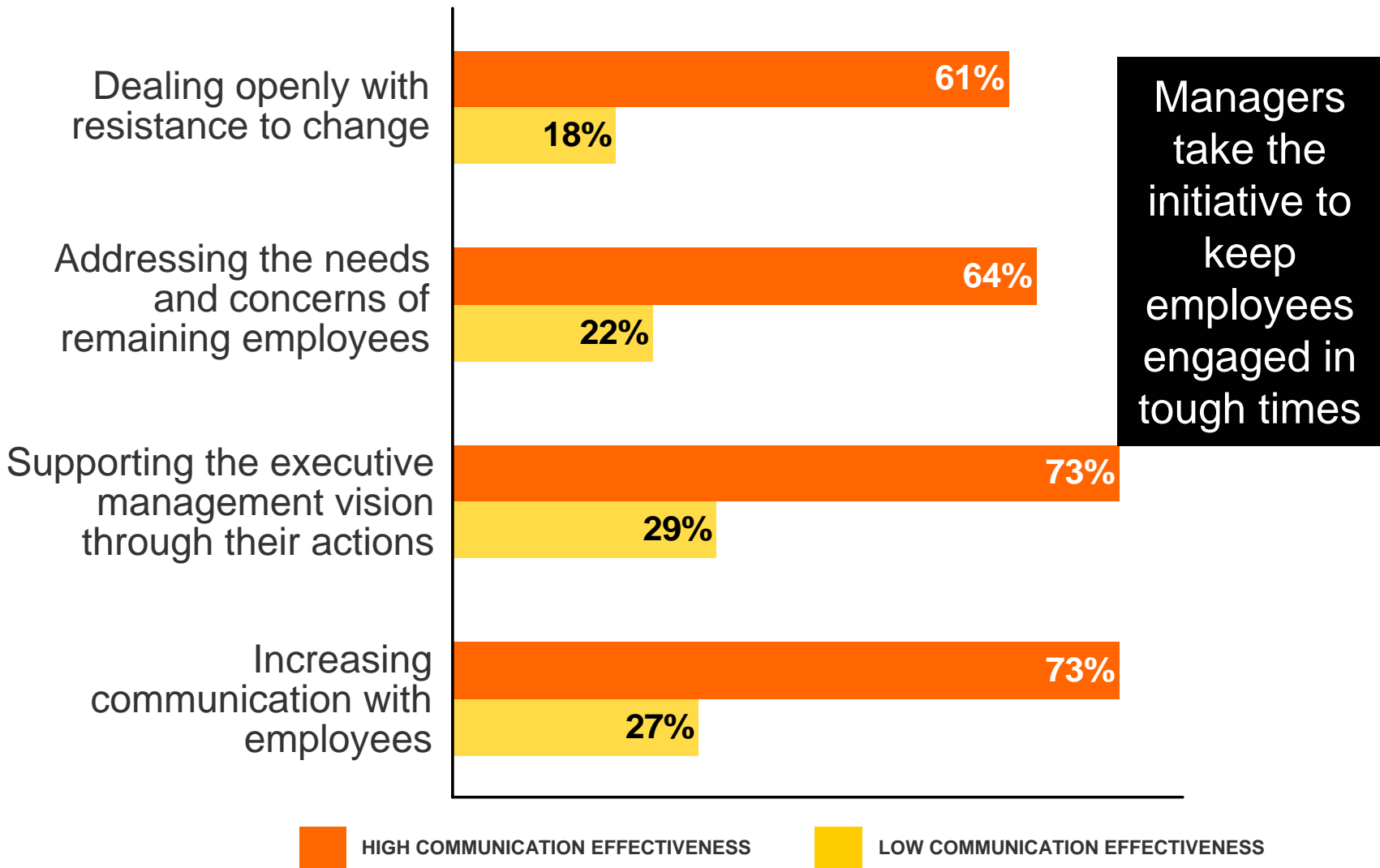


## What do the best do better?

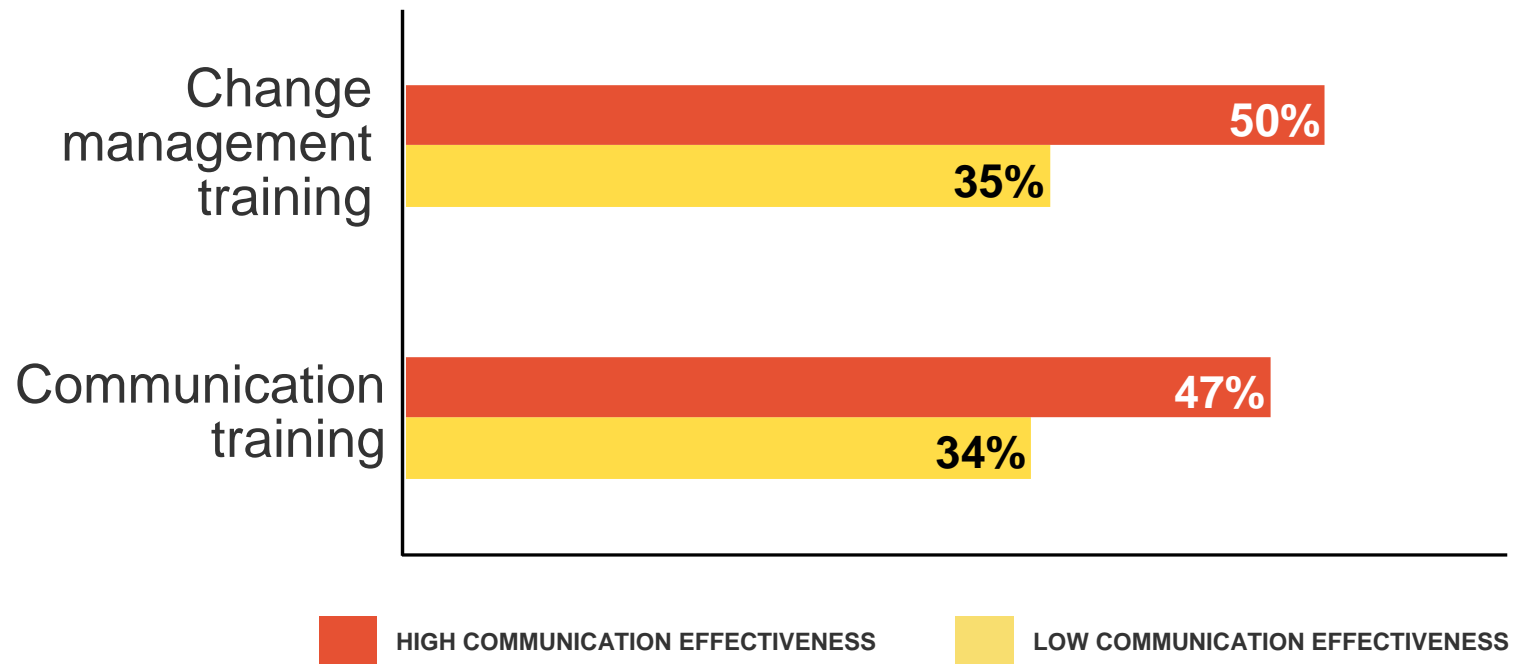
Effective communicating firms are more likely to...



# During times of change, managers play an important role



## The most effective companies invest in preparing managers to communicate

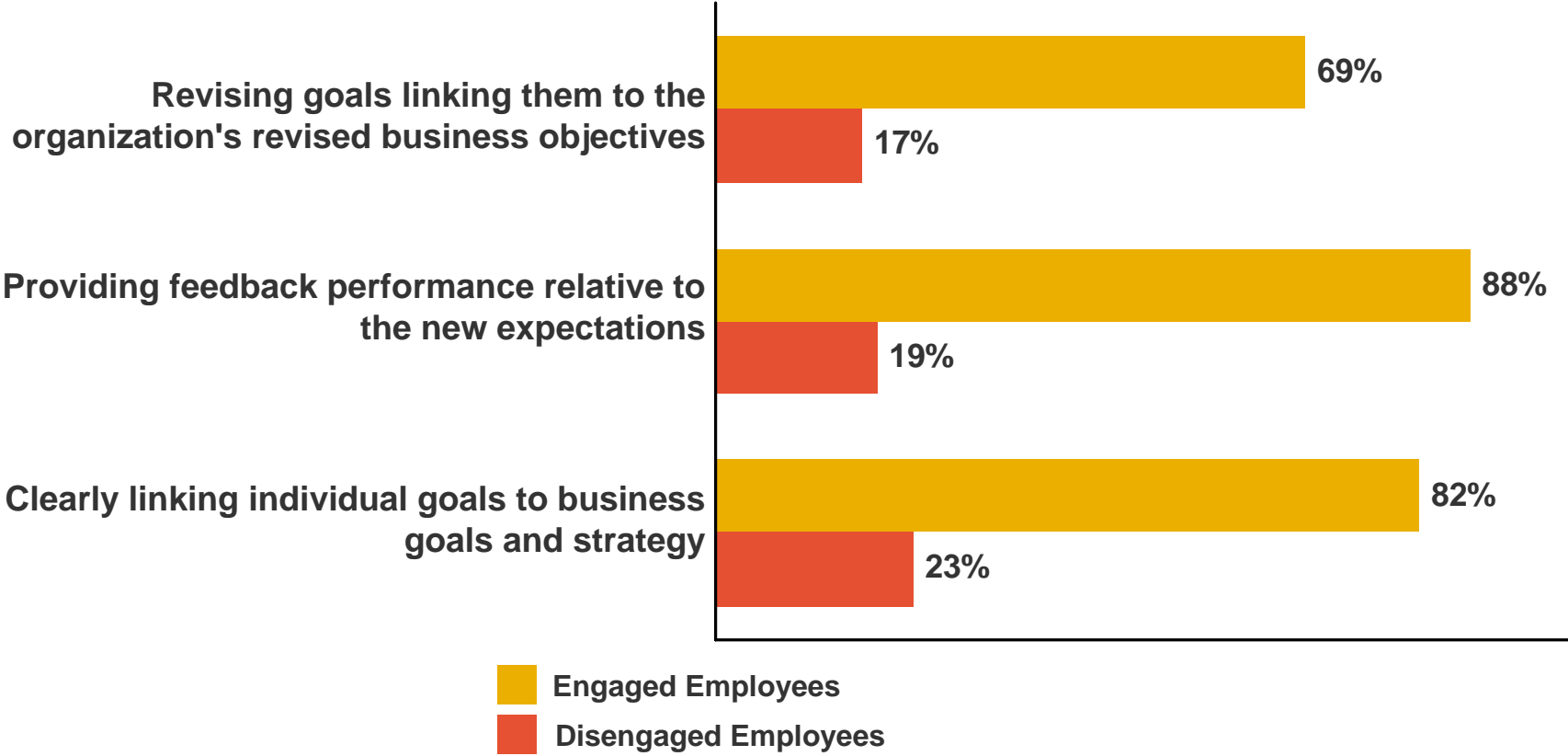


### **3. Give managers the big picture**

**Treat managers as a special audience**

# Reinforce line of sight through performance management

How effective is your organization at the following:



## Treat managers as a special audience

- ✓ **Inform** managers frequently and consistently
- ✓ **Provide** managers with tools and resources
- ✓ **Support** managers to deliver the vision through communications and actions
- ✓ **Measure** managers' perceptions of communications, tools, and resources

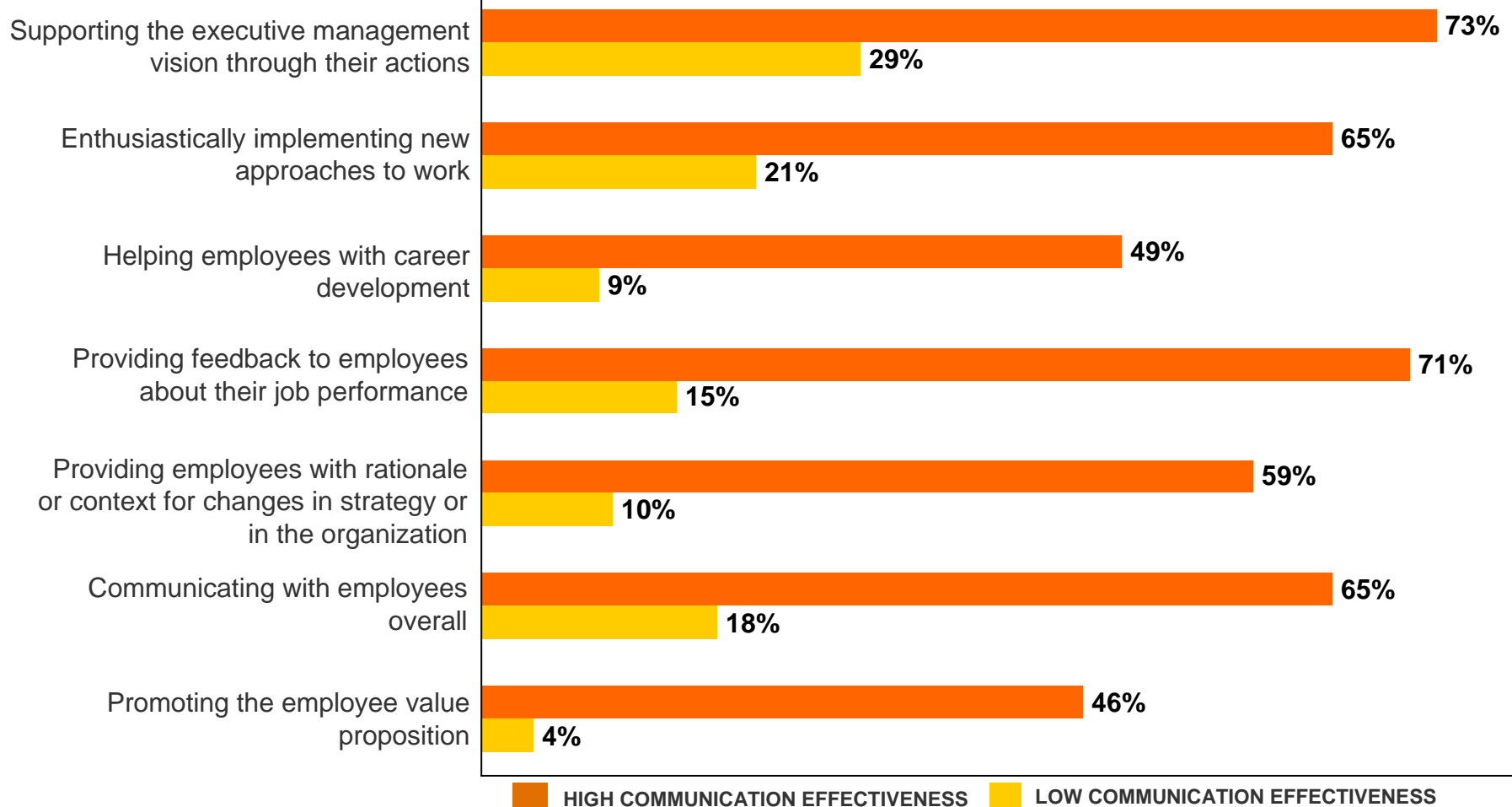


### ***In turbulent times ....***

Communication is critical to give managers confidence in the strategic direction and leadership of the company

# Highly effective communication leads to more effective managers

How effective are your managers in performing the following behaviors:



## **4. Help managers capitalize on engageable moments**

**Recognize those important moments**

## Managers can create a state of continuous engagement by leveraging engageable moments

Engageable  
Moments

Critical juncture for maintaining and building engagement

Continuous  
Engagement

Using situations, practices, and programs to drive engagement in a planful and ongoing manner

## When do engageable moments occur?

- Onboarding
- Coaching and mentoring
- Performance management discussions
- Communication
- Training and development



Managers that **seize** the opportunities of engageable moments can **change** the employment experience of their people

## Engageable moments are easy to find...managers just need to know where to look

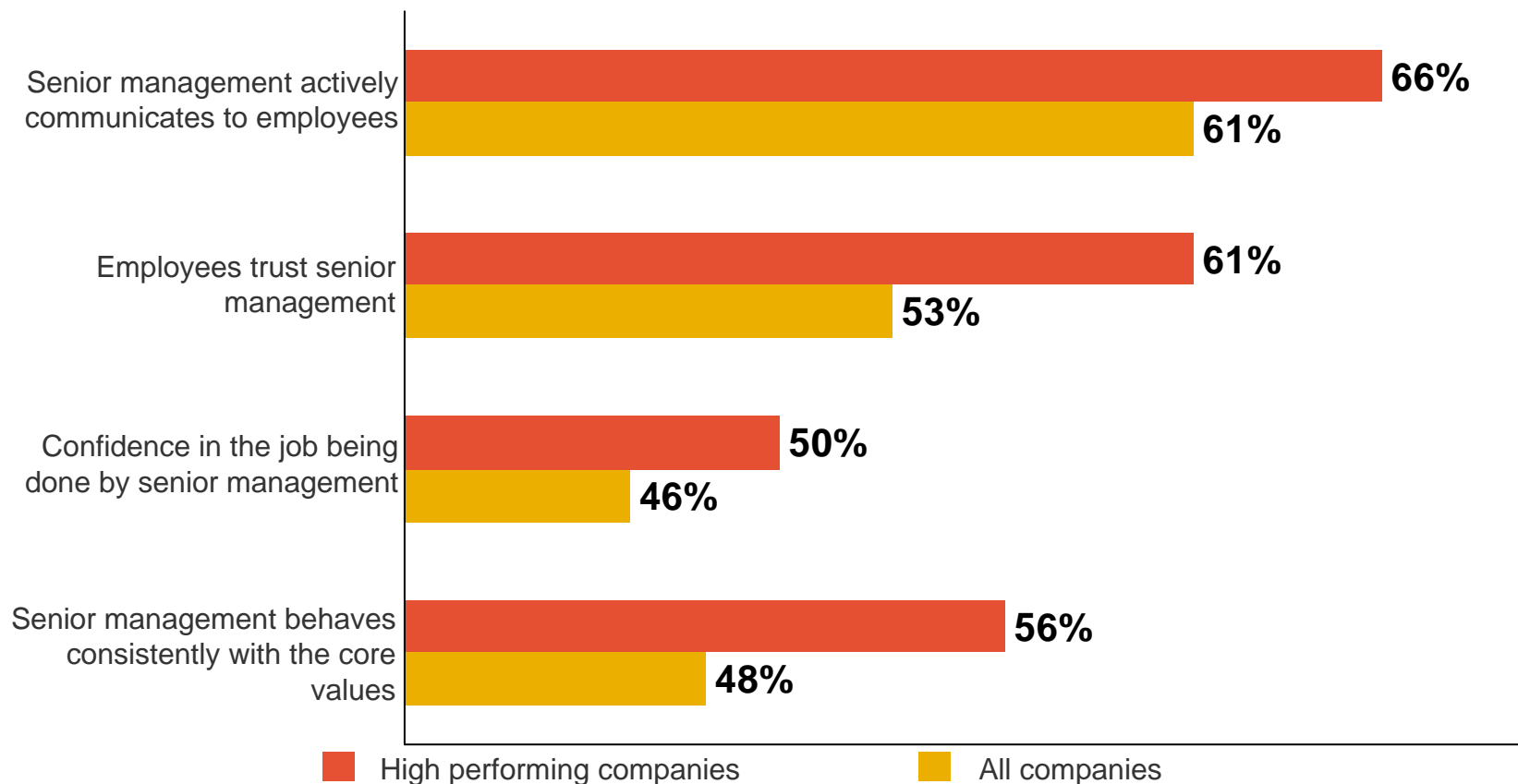
|                                |                                 |
|--------------------------------|---------------------------------|
| Benefits enrollment            | Ongoing performance feedback    |
| Career development discussions | Performance management          |
| Change management              | Personal crisis                 |
| Coaching and mentoring         | Personalized communications     |
| Company social events          | Recognition programs            |
| Employee surveys               | Recruiting                      |
| Informal networking            | Senior leadership communication |
| Onboarding                     | Training                        |

## **5. Good managers need good leaders**

**New challenges require strong leadership**

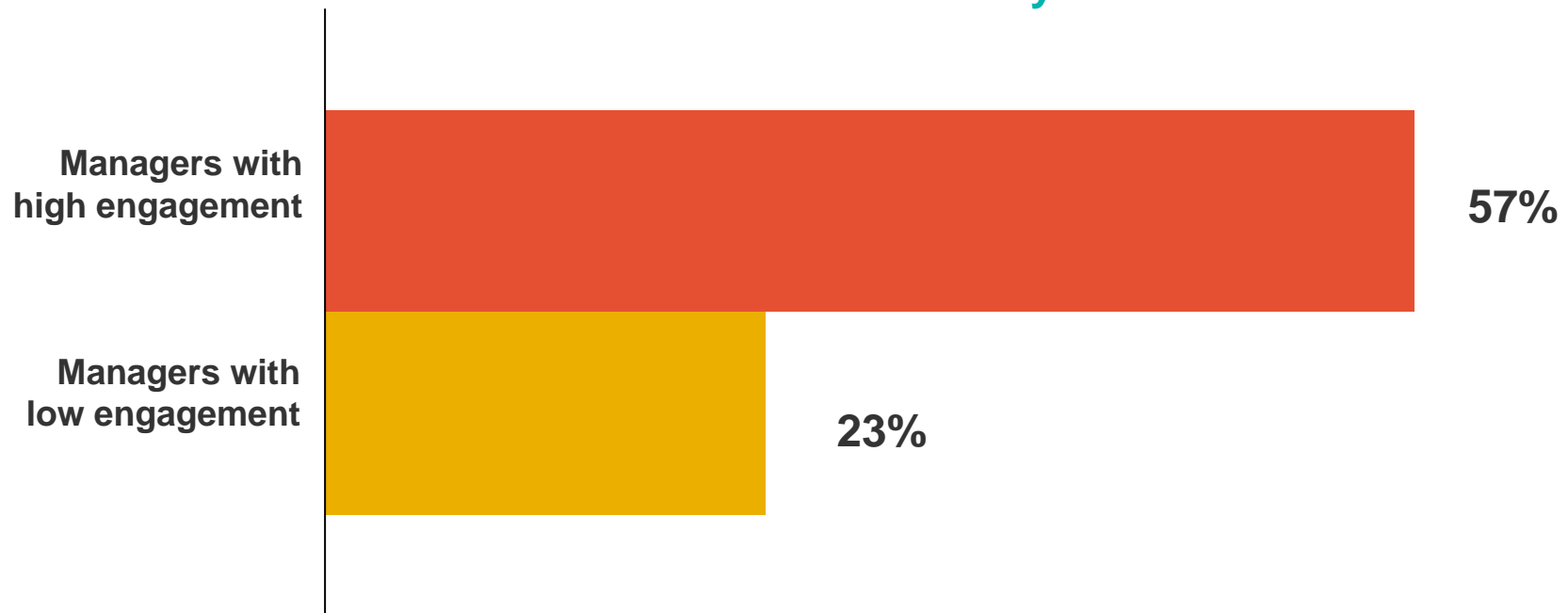
## High performing companies have more effective leadership

Now more than ever, managers and employees want **clear strategy, goals, and frequent updates on progress**



## It is critical for senior leaders to keep managers informed

Highly engaged managers are over 2x more likely to hear from senior leaders at least weekly



Receive formal communication from senior management at least weekly (e.g., company-wide emails/voicemails, town-hall meetings)

## High performing leaders have effective styles and competencies



Exhibit a broad set of leadership styles for varied team members and situations



Rely more on leadership styles that encourage dialogue such as:

- Visionary
- Affiliative
- Participative
- Pace-setting
- Coaching



Avoid styles like the **DIRECTIVE** style that shuts down dialogue

## **6. Invest in manager development**

**Reap the rewards of improved performance**

## The development challenge – new skills needed to lead in the new business reality

1. Identify the new management competencies needed
2. Evaluate managers against new competencies
3. Create training and development plans based on gaps
4. Evaluate the impact of development plans on business performance



Highly engaged managers are 4.5x more likely to get more than a week of training

## Where do employees turn for career advice?

The immediate supervisor is no longer the primary resource for career advice...where are your employees turning?

| Source of Career Advice                              | High Engagement | Low Engagement |
|--|-----------------|----------------|
| Immediate supervisor                                 | 23%             | 8%             |
| Network of contacts within the company               | 20%             | 8%             |
| Employee's research on the internet or other sources | 19%             | 44%            |
| External network of contacts                         | 14%             | 21%            |
| Company-provided resources or tools                  | 13%             | 4%             |
| People in the employee's work group                  | 11%             | 14%            |

## Concept of “career ladders” is obsolete

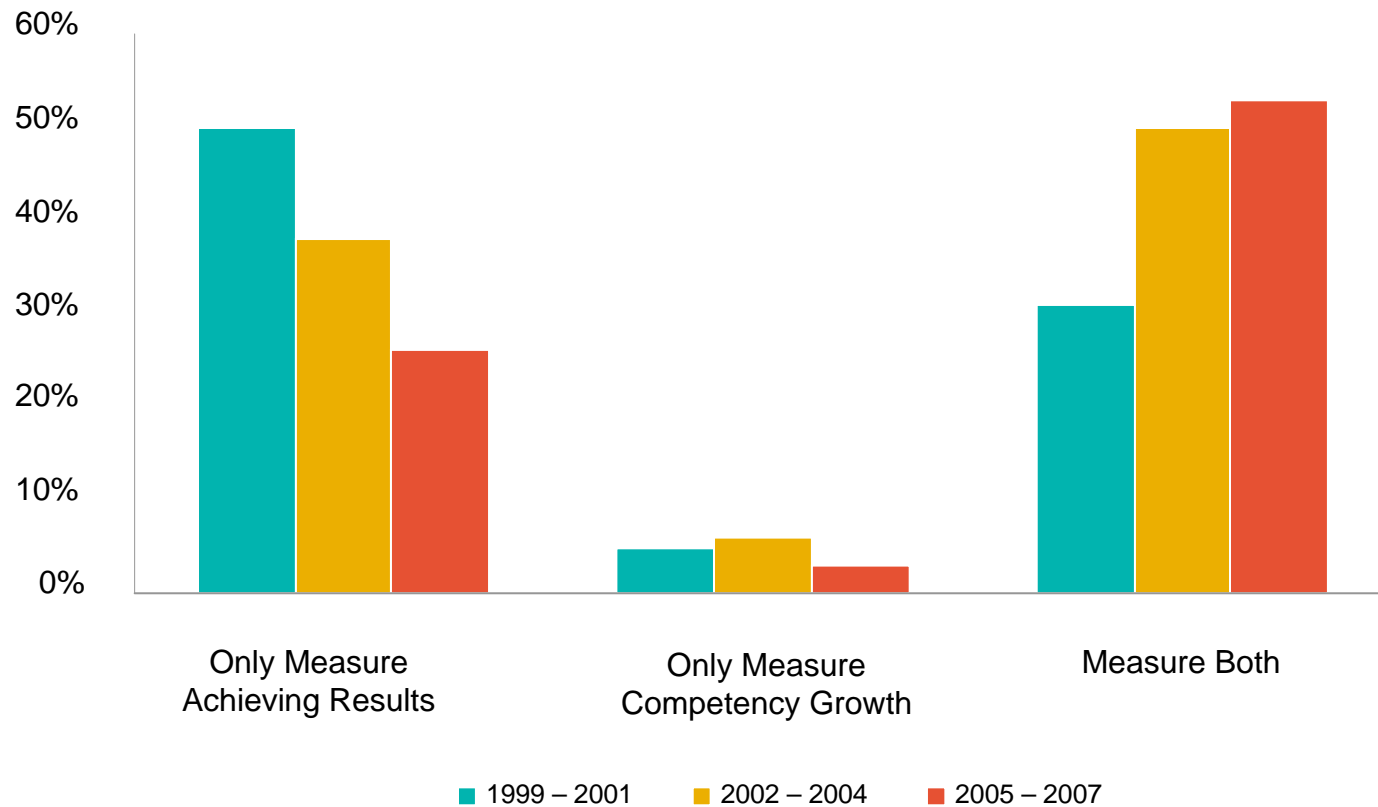
- Research shows that path to executive ranks is rarely a straight line
- Traditional career progression is problematic in most organizations
  - Flatter structure
  - Longer time in position
  - Less mobility
- Coaching, mentoring, and relationships are critical to career development
- Expectations of generations in the workforce



## 7. Measure manager effectiveness

Let managers know how they are doing

# Measure the “what” (achieving results) as well as “how” things are done (competency growth)



## Provide feedback using a variety of tools

### 360 Degree Assessment

- Provides strengths and areas of opportunity in relation to core competencies

### Employee engagement survey

- Enables managers to monitor and build engagement in their workgroups

### Career development discussions

- Supports and assists the manager with their development plan, including problem solving and areas to focus on for action



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# Questions?