

The Guide to Great Managers: What They Do Differently & Why They Matter

Managers Matter

What Makes A Great Manager

How Can Managers Become Great

SECTION 1

Why do the managers in your organization matter?

Managers are the heart of your organization. They communicate and uphold the standards of your culture and your brand. They can make or break any change initiative. Nearly every problem and achievement in your organization can be tied back to the quality of your managers.

Why? Gallup has found that the role of the manager is a dominant factor in the employee experience — from onboarding and performance to development and retention.

Managers account for an astounding

OF THE
VARIANCE
IN TEAM
ENGAGEMENT

and their efforts substantially impact the bottom line of entire organizations.

How your managers feel about your organization greatly influences how everyone else feels about it. In other words, your manager experience largely defines your employee experience.

One in two

EMPLOYEES HAVE LEFT THEIR JOB TO GET AWAY FROM THEIR MANAGER AT SOME POINT IN THEIR CAREER.

Bad managers cost businesses billions of dollars each year, and having too many of them can bring down a company. The only defense against this problem is a good offense, because when companies get these decisions wrong, nothing fixes it.

THROUGH THEIR IMPACT,

Gallup estimates that managers who are not engaged or who are actively disengaged cost the U.S. economy

\$319 billion to \$398 billion annually.

Just as a bad manager can ruin a good job, a great manager can make a good job even better.

SECTION 2

What makes a manager great?

Gallup's research reveals that about **one in 10 people** possess the talent to manage. Though many people are endowed with some of the necessary traits, few have the unique combination of talent needed to help a team achieve excellence in a way that significantly improves a company's performance.

IT'S IMPORTANT TO NOTE THAT ANOTHER

2 in 10 people exhibit some characteristics of basic managerial talent and can function at a high level if their company invests in coaching and developmental plans for them.

PUT THE RIGHT PEOPLE IN THE RIGHT ROLES

CREATE A CULTURE OF CLEAR ACCOUNTABILITY

ENGAGE EMPLOYEES WITH A COMPELLING VISION

MOTIVATE EVERY EMPLOYEE INDIVIDUALLY

COACH AND DEVELOP THEIR PEOPLE BY FOCUSING ON THEIR STRENGTHS

MAKE DECISIONS BASED ON PRODUCTIVITY, NOT POLITICS

BUILD TRUST AND DIALOGUE WITH THEIR PEOPLE ABOUT BOTH WORK AND LIFE OUTSIDE OF WORK

In studying managerial talent in supervisory roles compared with the general population, we find that organizations have learned how to slightly improve the odds of finding talented managers. Nearly one in five (18%) of those currently in management roles demonstrate a high level of talent for managing others, while another two in 10 show a basic talent for it.

*Combined, they contribute about **48% higher profit** to their companies than average managers do.*



GALLUP FINDS THAT GREAT MANAGERS HAVE THE FOLLOWING TALENTS:

1

They **motivate** every single employee to take action and engage employees with a compelling mission and vision.

2

They have the **assertiveness** to drive outcomes and the ability to overcome adversity and resistance.

3

They create a culture of clear **accountability**.

4

They build **relationships** that create trust, open dialogue, and full transparency.

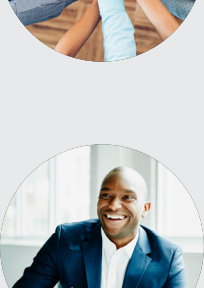
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They **make decisions** based on productivity, not politics.

SECTION 3

How can your managers become great?

Gallup started studying managers many years ago (including an analysis of 49,495 business units with 1.2 million employees across 22 organizations in seven industries and 45 countries) and found that great managers are completely different from adequate ones.



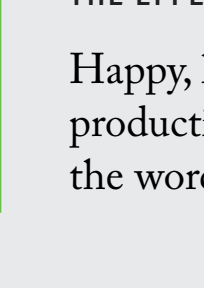
1 Coaches focus on individual and team **engagement**, seeing their role as the provider of what employees need to succeed. Whether by training or preternatural talent — or, ideally, both — they know the **12 elements of engagement** by heart and deliver them.

Bosses, on the other hand, usually just tell people what to do.



2 Coaches understand, leverage and get great satisfaction from deploying the unique **talents and strengths** of each employee. Great managers are always developing and positioning talent to maximize outcomes, and they get extraordinary results from it: Workers who know and use their strengths average **10% to 19% increased** sales and 14% to 29% increased profit, among other bottom-line results.

Bosses, by comparison, often just supervise production.



3 Coaches set **clear expectations** and performance goals, offering feedback that optimizes individual strengths (a rare practice, as only 26% of employees say **the feedback they get helps them** do better work) and increases team effectiveness.

Bosses, however, typically watch for opportunities to correct or punish employees whose performance doesn't measure up.

THE EFFECT OF A GREAT MANAGER IS THE GIFT THAT KEEPS ON GIVING.

Happy, healthy employees mean a better culture and a more productive, profitable company. They love their jobs and spread the word — setting you up to hire and keep more top talent.