



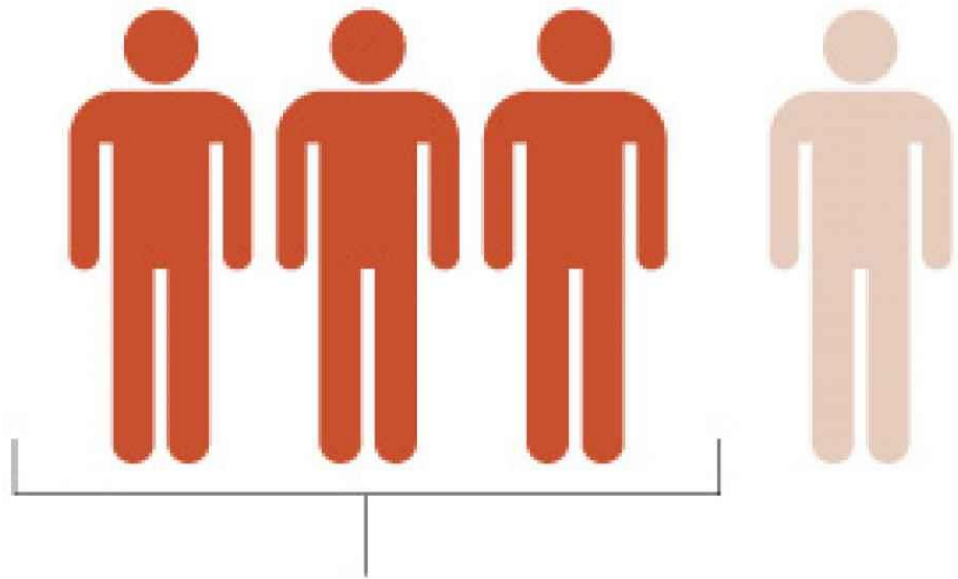
Katy Tynan

Why Managers Matter

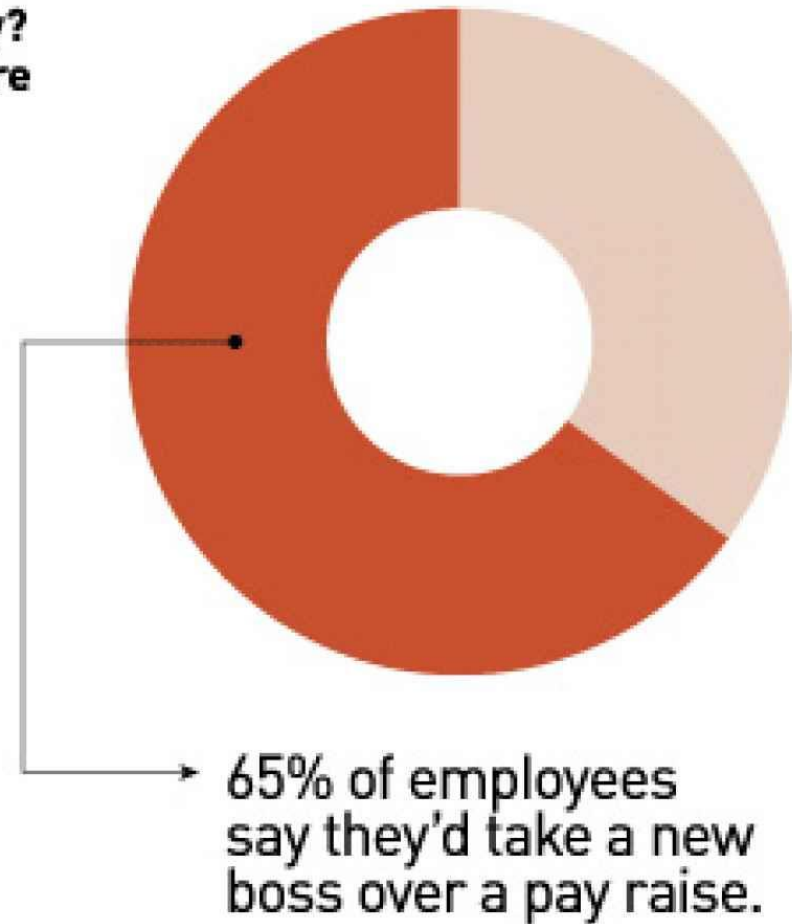
The single biggest decision you make in your job--bigger than all the rest--is who you name manager. When you name the wrong person manager, nothing fixes that bad decision. Not compensation, not benefits--nothing.

~Jim Clifton, CEO of Gallup

**Think you don't have any bad bosses at your company?
Take another look: Crummy managers are everywhere**



Three out of every four employees report that their boss is the worst and most stressful part of their job.



The majority of people
trust a total stranger
more than they trust
their boss.



2

36%

of organizations say
their leadership
development practices
are below average or
poor.



Image Source: OfficeVibe

Data Source: Brandon Hall, 2015 State of Leadership Development

3



51%

of organizations say
their leadership is
“not at all ready” to
lead their organizations.

**CAN'T PEOPLE JUST MANAGE
THEMSELVES?**

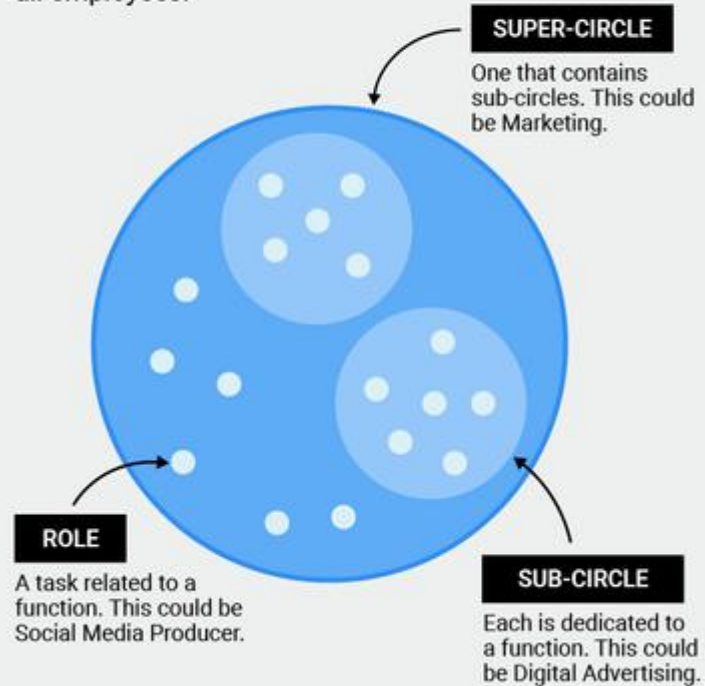
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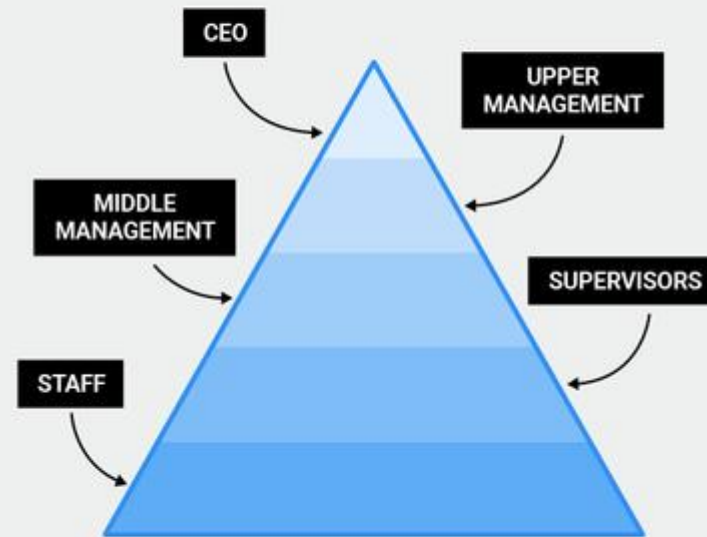
VALVE®

HOLACRACY VS. HIERARCHY

Holacracy takes powers traditionally reserved for executives and managers and spreads them across all employees.



In a **traditional hierarchy**, layers of management establish how products are approved and monitored.



How many companies are
using Holacracy in the world?

< 100

How many managers are
employed in the US?

> 24 million

5

Managers account
for at least

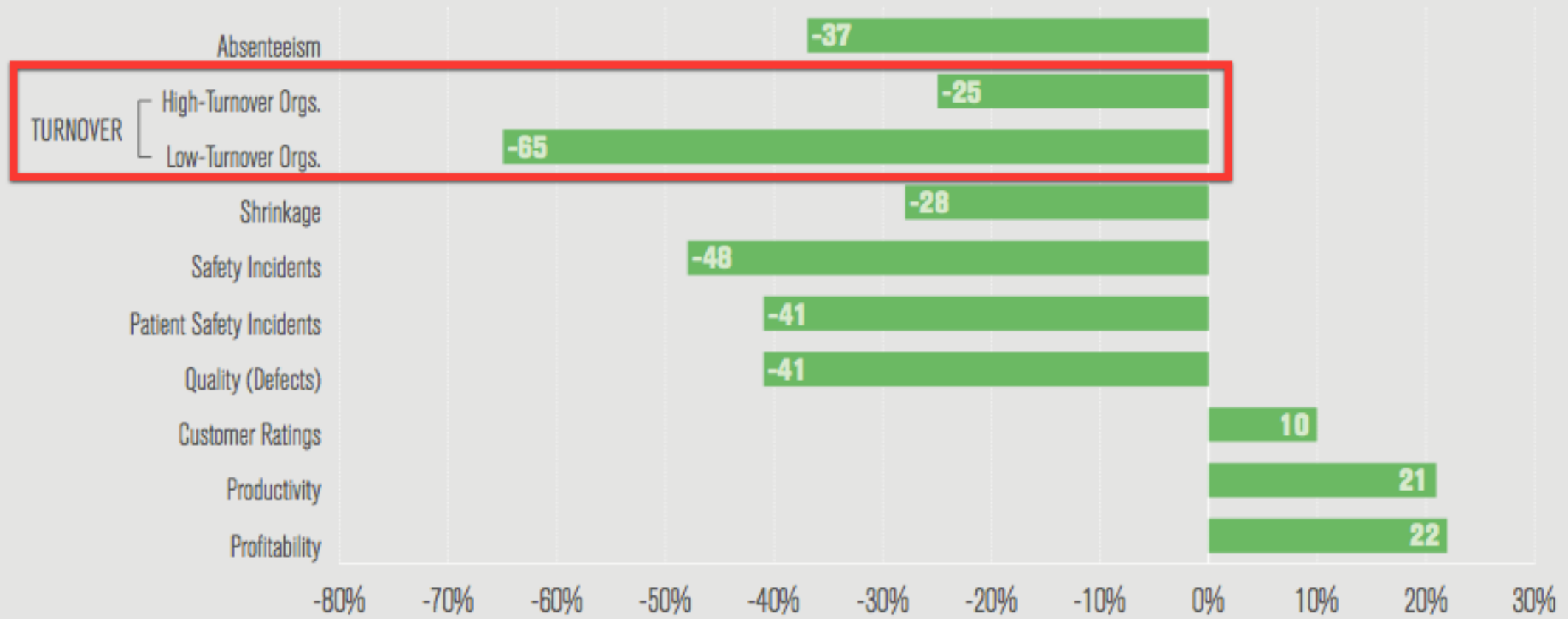
70%

of the variance in
employee engagement
scores.



ENGAGEMENT'S EFFECT ON KEY PERFORMANCE INDICATORS

Median differences between top-quartile and bottom-quartile units were:



Compared with companies at the **lower end** of the employee-engagement spectrum, those at the **higher end enjoy:**



37%

LOWER
ABSENTEEISM

25% TO 65%
LOWER TURNOVER
(DEPENDENT ON YOUR INDUSTRY)

21% GREATER
PRODUCTIVITY



22%

HIGHER
PROFITABILITY

10% HIGHER
CUSTOMER SATISFACTION RATINGS



"DO YOU FEEL YOUR MANAGER CARES ABOUT YOU AS A PERSON, NOT JUST AS AN EMPLOYEE?"

Among those who believe their
managers care about them personally ...



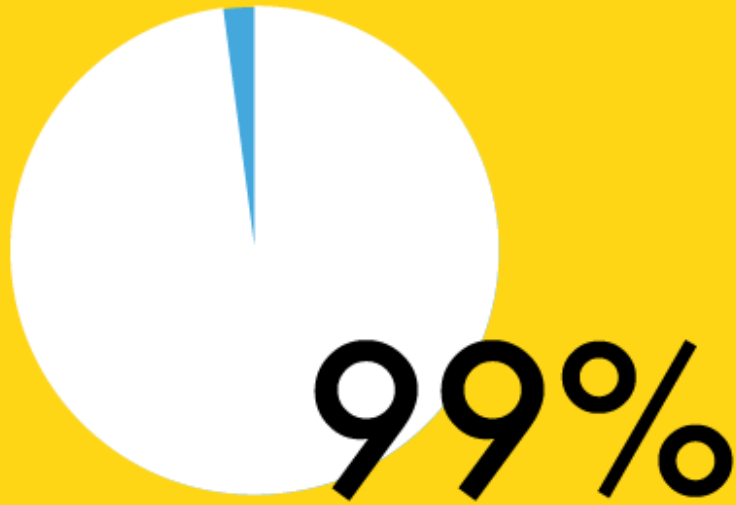
▶ **80%**

are enthusiastic
about their company

(vs. **24%** among those who don't
think their managers care about
them as a person)

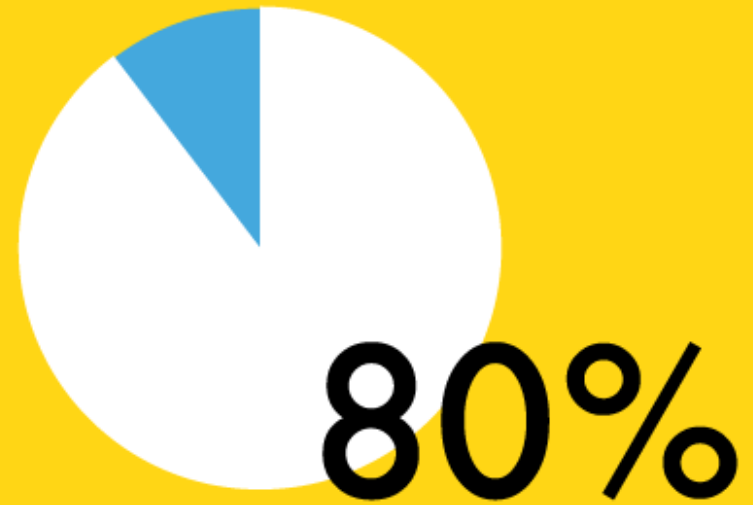
**OK BUT CAN'T WE JUST TRAIN
PEOPLE TO BE BETTER
MANAGERS?**

GOOD NEWS:



Of companies offer some sort of management training.

BAD NEWS:



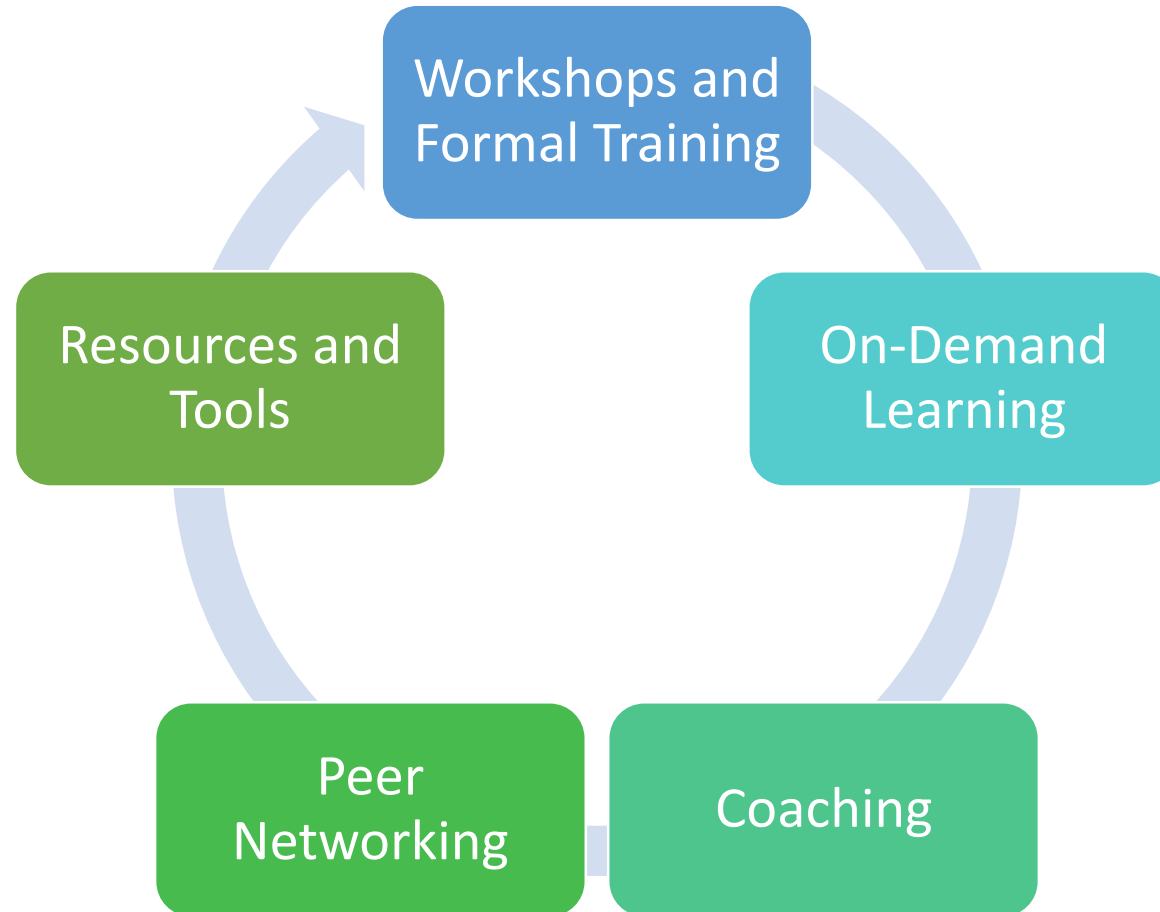
Of managers who change their behavior after training maintain the changes for just 6 months or less before going back to their old ways.

How We Learn

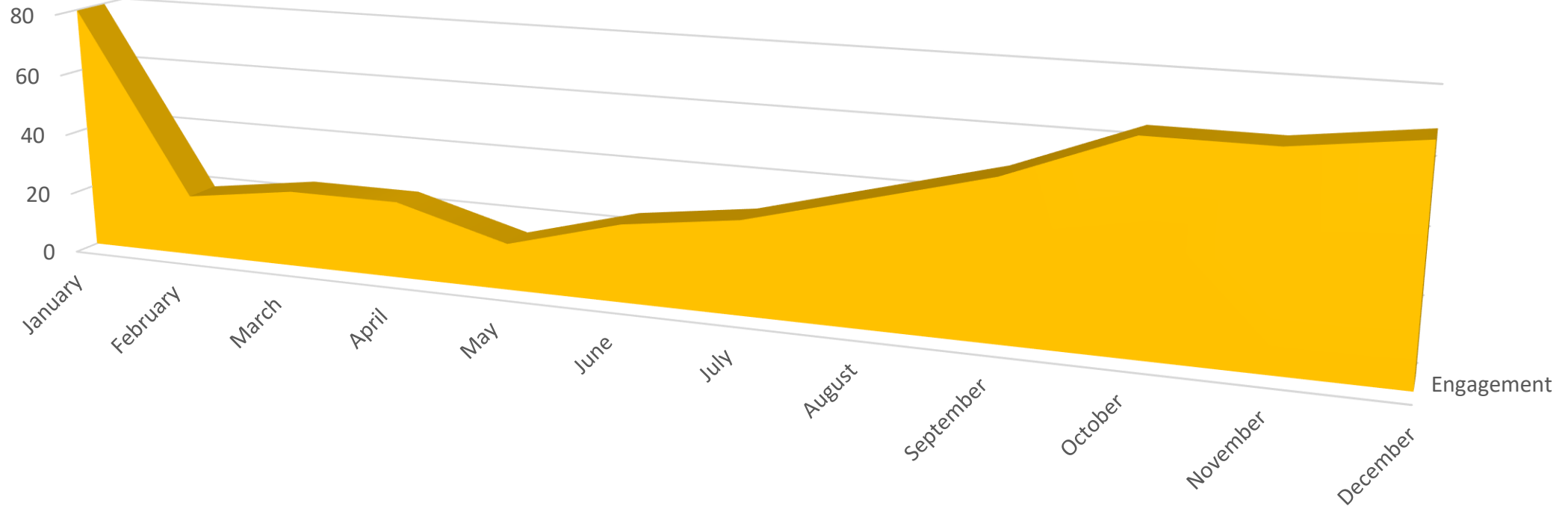


Source: Charles Jennings, former CLO of Reuters

What Managers Really Need to Succeed



The New Manager Engagement Gap



Cost of the Engagement Gap



New Manager with 5
Direct Reports
Average Salary Per
Team Member \$50,000

Actively disengaged employees cost 34% of salary

\$85,000

Replacement cost of lost employee = 6-9 months of salary

\$25,000



Why Collaboration Matters

- 70% of companies use teams to accomplish goals
- Around 80% Percent of time spent in collaborative activities



83%

of participants said that
communication is the skill most related
to success as a manager.

WORKPLACE COMMUNICATION SKILLS ARE IN NEED OF IMPROVEMENT

ONLY

15%

OF EMPLOYEES

say their companies are
doing a good job at fostering
communication throughout
the organization



69%

OF MANAGERS
REPORT FEELING
UNCOMFORTABLE
COMMUNICATING
WITH EMPLOYEES
IN GENERAL

COMMUNICATION ISSUES THAT PREVENT EFFECTIVE LEADERSHIP

63% report that management does
recognize employee achievements

57% report not being given
clear directions

52% report management doesn't make
time to meet with employees

51% report management refuses
to talk to subordinates

When managers do not listen to their direct reports they are more likely to make less accurate final judgments, so improving their listening and assessing skills is critical to the overall organizational success.

Putting it All Together

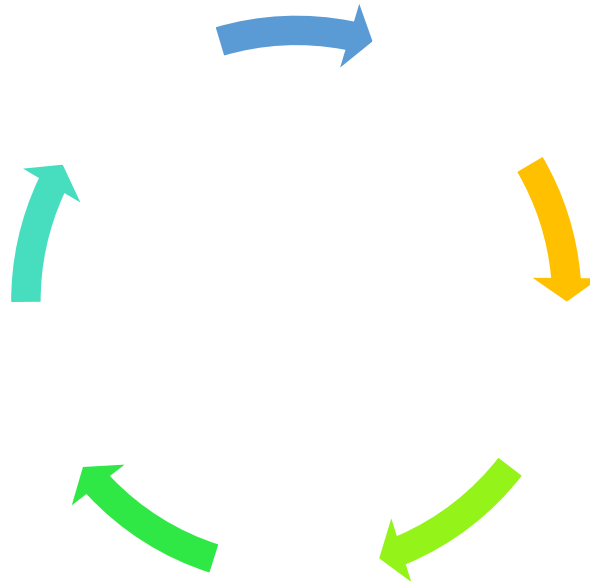
While organizations are becoming flatter, they are still leveraging managers to facilitate collaboration.

New managers need a complete system of support (and it's well worth the investment!)

Managers have a huge impact on engagement.

We know what skills managers need, and we know that there's a gap.

Engagement has a huge impact on profitability, customer satisfaction, and productivity (among other benefits).

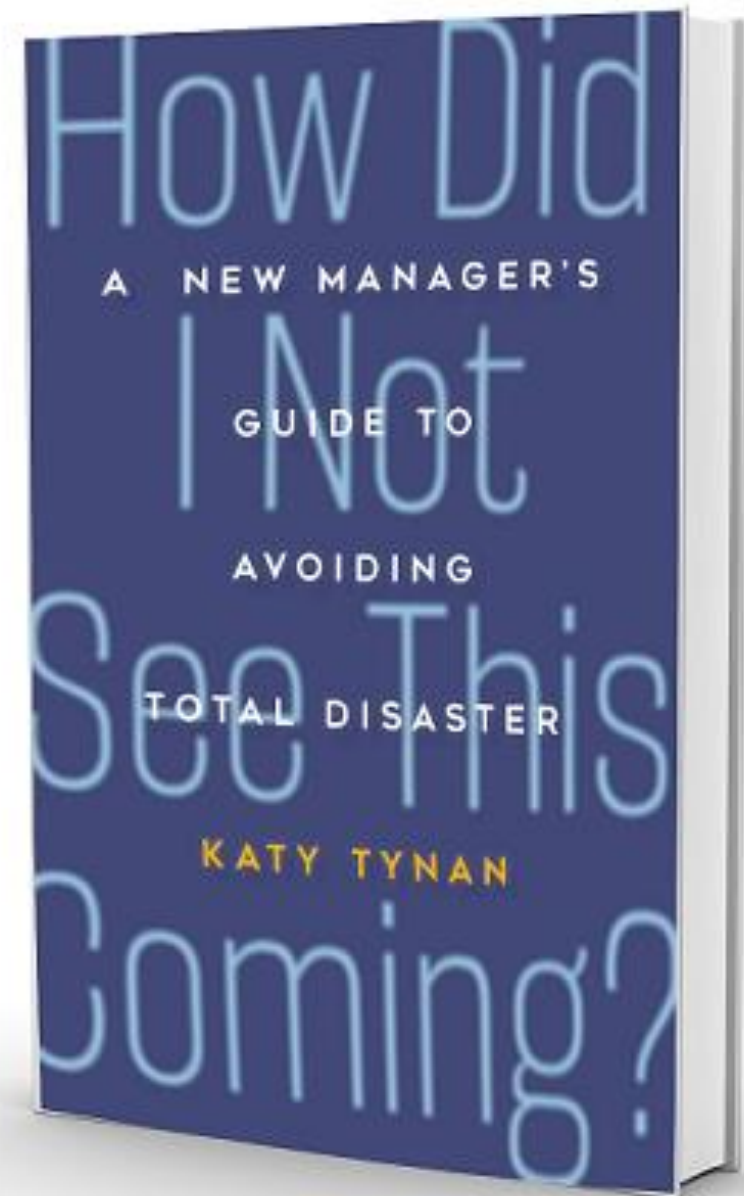


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Created by Katy Tynan Last updated 10/2017 English English [Auto-generated]



What Will I Learn?

- ✓ Understand the Relationship Between Purpose, Vision, Goals, and Tasks
- ✓ Use the SMART Framework to Create Better Goals
- ✓ Create Goal Oriented Development Plans
- ✓ Manage Goals
- ✓ Use the GRASP Model to Make Goals Actionable
- ✓ Avoid Being a Horrible Boss

Requirements

- You should have access to a printer to print the hands on activity worksheets.
- It's helpful to complete this course with a colleague if you don't currently manage a team, so you can practice using the tools with a partner.

\$19.99 ~~\$94.99~~ 79% off

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LET'S CONTINUE THE CONVERSATION!



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