

# MANAGING BETTER

## Piercing the Fog of Today's Uncertainty

COVID-19 has dramatically changed how we work

As a result, critical manager behaviors have declined since prepandemic



**76%** of employees are working in a different environment from before the pandemic and don't see their manager

Managers are now expected to:

- Ensure employees work in safe environments
- Support employees' mental wellness
- Facilitate conversations on social justice and other key issues

### RESPECT



**17%**  
decline

*"The work environment is psychologically safe for all employees"*

### DISTRIBUTED AUTHORITY



**7%**  
decline

*"It's clear to me what decisions I'm empowered to make in my work"*

### GROWTH & TRANSPARENCY



**13%**  
decline

*"I understand my current level of performance or contribution"*

### TRUST



**5%**  
decline

*"My manager helps me learn from my mistakes"*

## Yet, some managers have pierced the fog

And their efforts are paying off:

Direct reports of highly effective managers are



According to their direct reports, **1 in 4** managers are currently highly effective



**Nearly 4X more likely** to recommend their company to others



**3X more likely** to be highly engaged



**10% more likely** to intend to stay with their company

## Practices of highly effective managers:



### RESPECT

- Using tech to enable employees to provide ideas
- Encouraging employees to share perspectives
- Creating a psychologically safe work environment



### DISTRIBUTED AUTHORITY

- Focusing on value-added tasks
- Understanding team's engagement with work
- Providing clarity on decisions employees have authority to make



### GROWTH & TRANSPARENCY

- Providing transparency on past performance
- Providing transparency on future expectations
- Providing an ongoing focus on growth



### TRUST

- Valuing employees
- Fostering openness to share new information
- Enabling employees to be part of a community at work

Jumpstart your manager responsiveness



Take our manager and org self-assessments



Collaborate with stakeholders



Identify areas to work on



Check-in regularly with direct reports / leaders