

The surprising truth about employee engagement – managers drive it, not organisations



The evidence



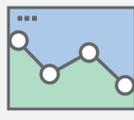
of U.S. employees are disengaged



Over a quarter of these are actively disengaged - motivated to undermine others



Worldwide, only 13% of employees are engaged



The impact

Disengagement costs money:



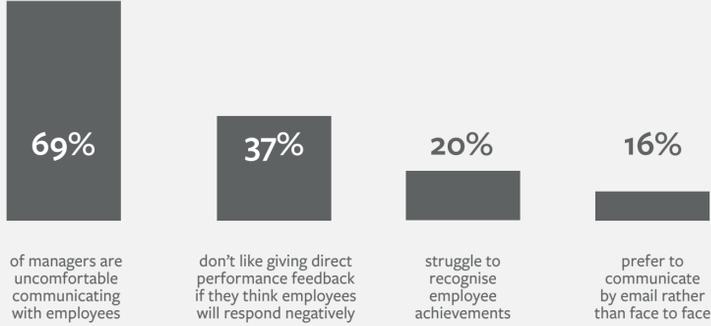
In the U.S. alone, approx. **\$500 billion** every year



Who needs the most help - managers do!



Only **1 in 10** people has the talent to be a good manager:



Managers rather than organisations drive engagement

People leave managers not companies

People who are great at their job might not be great at managing others

Modern workers demand more: we all thrive on feedback



The Solution – what do people want?

Proportion of highly engaged employees experiencing this:

Proportion of low or no engaged employees experiencing this:

Question	Highly engaged employees	Low or no engaged employees
Has someone asked you about your progress?	92%	13%
Has someone encouraged your development?	97%	10%
Have you recently been praised for good work?	88%	13%
Have you had opportunities to learn and grow?	98%	13%
Do you have a best friend at work?	74%	19%
Does your manager care about you as a person?	98%	20%
Does your company mission make you feel like your job is important?	98%	22%
Do your opinions count at work?	91%	19%
Are your colleagues committed to doing good work?	93%	44%
Are you able to do what you do best every day?	99%	53%
Do you have the right equipment to do your job?	98%	70%
Do you know what is expected of you every day?	99%	89%



What the best managers do differently

- ✓ Place right people in the right roles
- 👤 Put people first
- 🗨️ Have open communication
- ★ Expect the best from people
- 🚩 Lead by example
- 😊 Actively create trust through recognition and accountability



Four human capital strategies combine in a powerful way to add up to **59% more growth** in revenue per employee:

1 Focus on strengths

2 Engaged workforce

3 Talented employees

4 Great manager

Sources

- <http://www.talentculture.com/gallups-profound-discovery-engagement-is-driven-by-good-managers-with-rare-talent/>
- <http://www.gallup.com/businessjournal/182792/managers-account-variance-employee-engagement.aspx>
- <http://tolmanandwiker.com/employee-engagement-direct-impact-business-bottom-line/>
- A new Interact survey conducted online by Harris Poll with 2,058 U.S. adults - 1,120 of them were employed, and 616 of the employed people were managers.
- First, Break All the Rules, Marcus Buckingham and Curt Coffman (A book based on research study of 1 million employees and 80,000 managers)
- A study of 2.5 million manager-led teams in 195 countries, featuring analysis that measures the engagement of 27 million employees. http://www.gallup.com/services/182138/state-american-manager.aspx?utm_source=gbj&utm_medium=copy&utm_campaign=20150413-gbj