

Empowering Managers

Most managers today lack the talent needed to manage their teams.

Organizations use traditional succession models to move employees into manager roles based on past experiences or length of tenure in an organization. But the skills that make someone a high-performing individual contributor don't always translate into good manager skills. Gallup's recent report, *State of the American Manager*, says that companies fail to choose the candidate with the right talent for managing 82% of the time.²

Active and engaged managers lead to increased retention and employee performance.

Great managers focus on their individual team members' strengths and knowing their employees as people first – acknowledging each person's individuality while driving for high performance. Supplying training, providing coaching and identifying development opportunities are hallmarks of an engaged and strong manager.

Give managers the tools they need to lead their teams.

Employees want continuous feedback and coaching from their managers. Organizations need to provide managers with visibility into the strengths, capabilities and gaps on their teams. When managers play an active role in the growth of their employees, performance and engagement increases.

A great manager will:



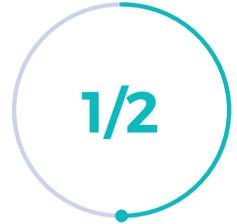
“Managers have a huge capacity to influence your employees, your customers, and your organization's performance. Make sure they have the skills they need to be effective performance coaches.”

Brandon Hall Group, 2015

¹ “Employees Want a Lot More From Their Managers.” Jim Harter & Amy Atkins, Gallup, April 8, 2015.

² “Only One in 10 People Possess the Talent to Manage.” Amy Atkins, Gallup, April 13, 2015.

³ “State of the American Manager: Analytics and Advice for Leaders.” Gallup, 2015.



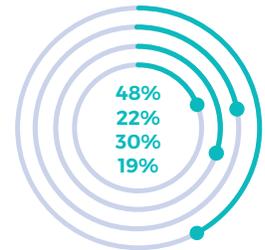
Managers are driving your people to leave

One in two employees have left a job to get away from bad manager¹



Most employees would not make good managers

Only one in ten possess high talent to manage others²



Organizations reap the benefits of good managers

Companies that hire managers based on talent realize a 48% increase in profitability, a 22% increase in productivity, a 30% increase in employee engagement scores, and 19% decrease in turnover³