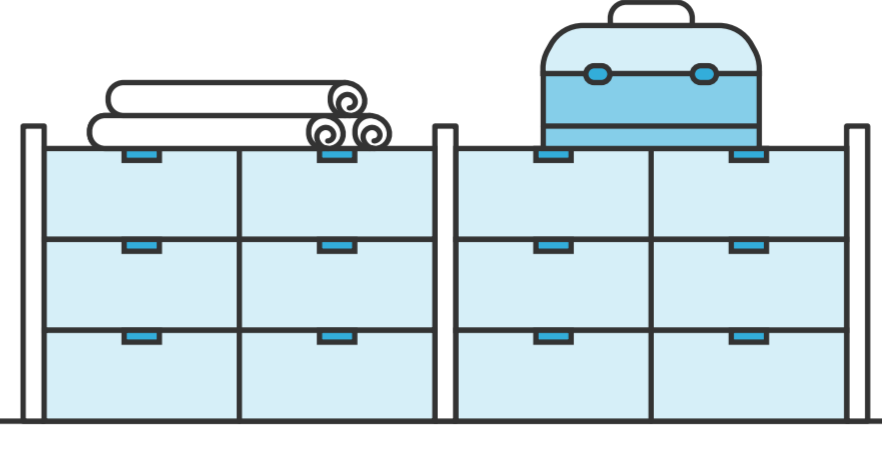
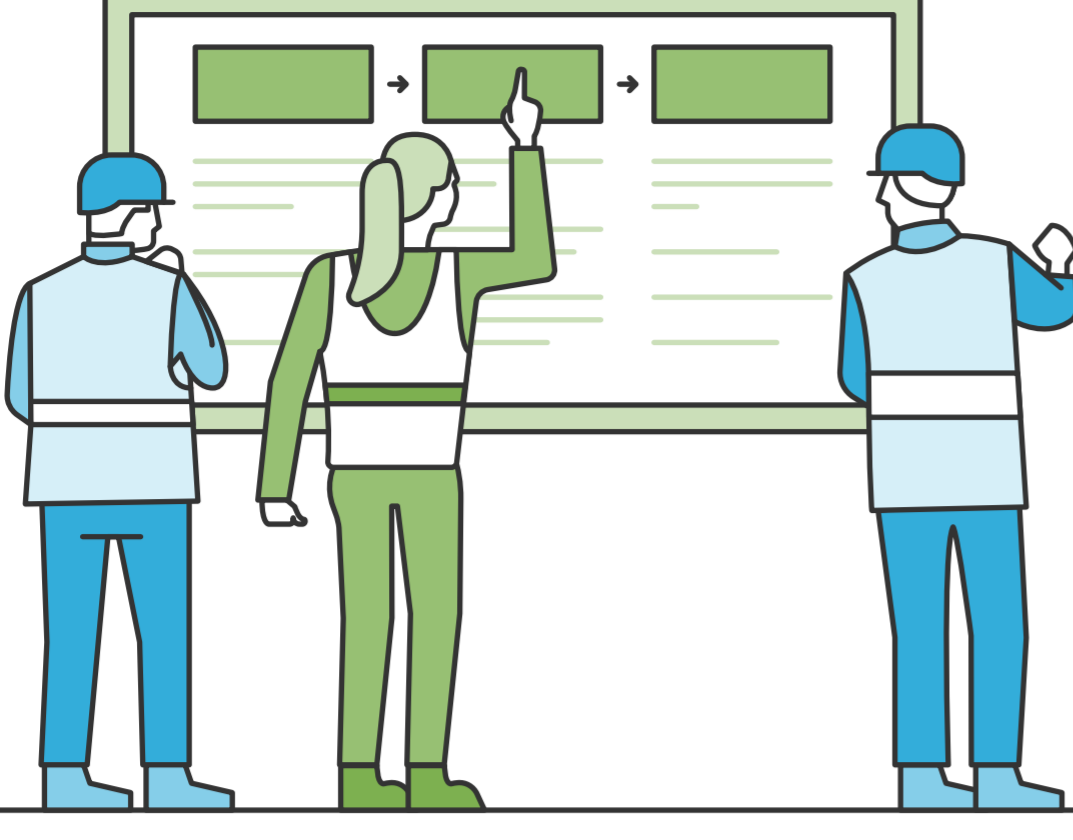


# What matters most in employee engagement and performance?

## Managers.

When it comes to employees' engagement and performance, managers make all the difference.

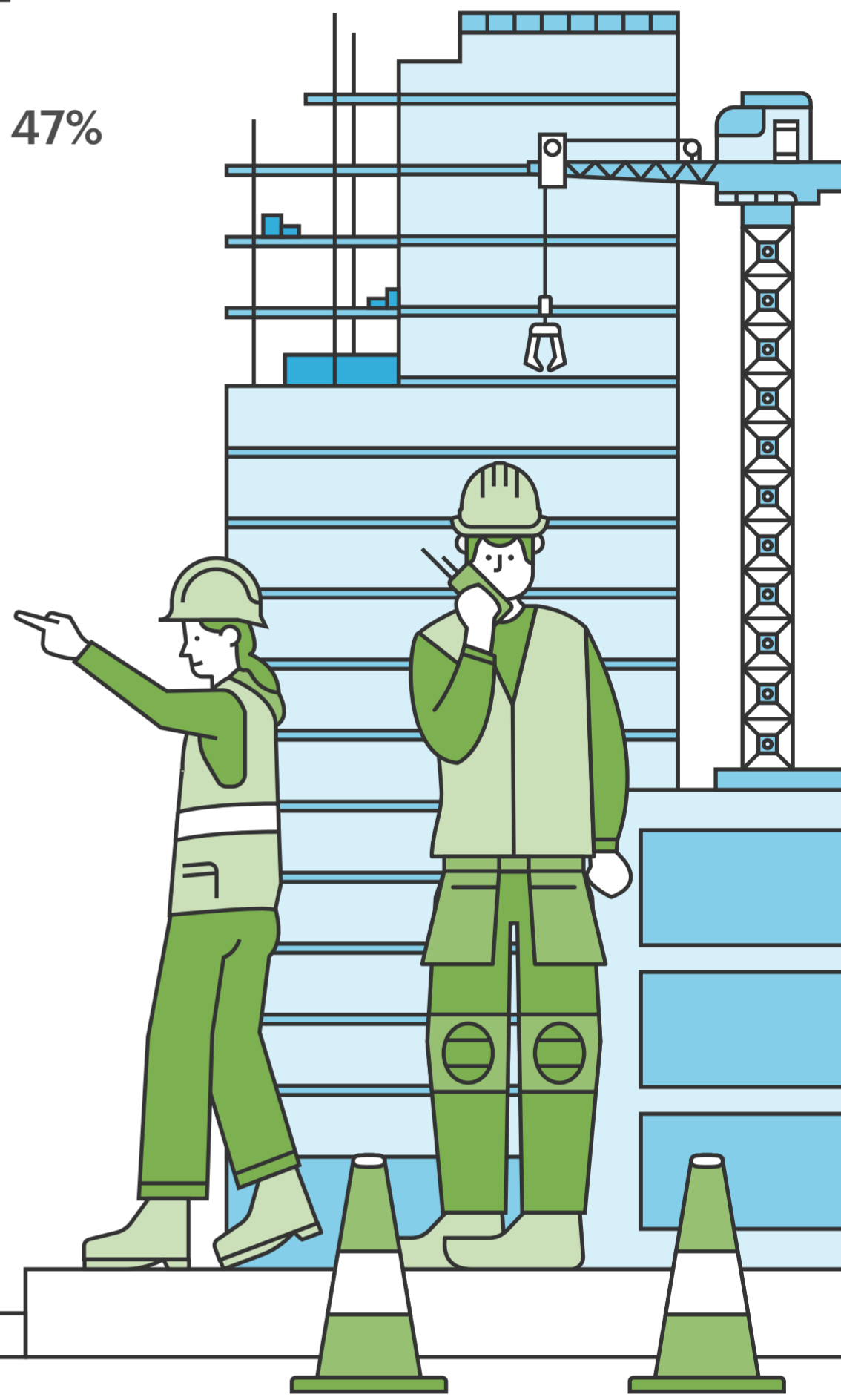
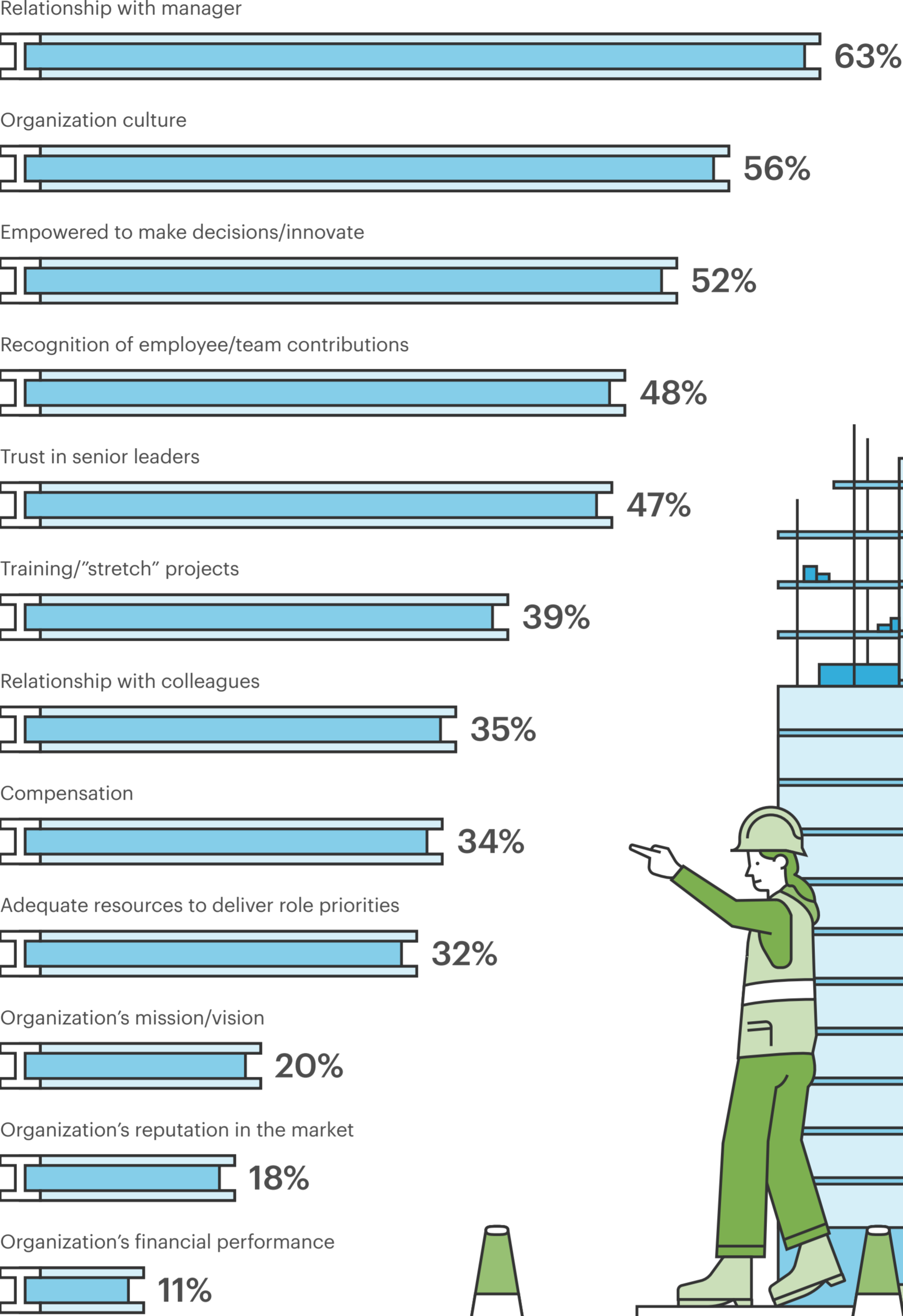


## Employee engagement

Employees' relationship with their manager has a greater impact on engagement than anything else.<sup>1</sup>

### THE FACTORS THAT AFFECT ENGAGEMENT

Percent of business leaders who say the following have a significant impact on engagement:



## Employee performance

Capable managers play a key role in employees' performance.<sup>2</sup>

### HIGH MANAGER CAPABILITY INCREASES THE LIKELIHOOD OF HIGH INDIVIDUAL PERFORMANCE BY 12%



### WHAT DO GOOD MANAGERS DO?

#### COACHING

Managers help employees learn from mistakes.

Employees have ongoing conversations with managers, mentors, and coaches.

#### CANDOR

Managers are open to new information.

Managers effectively navigate difficult conversations.

#### CLEARING BARRIERS

Managers remove barriers to getting work done.

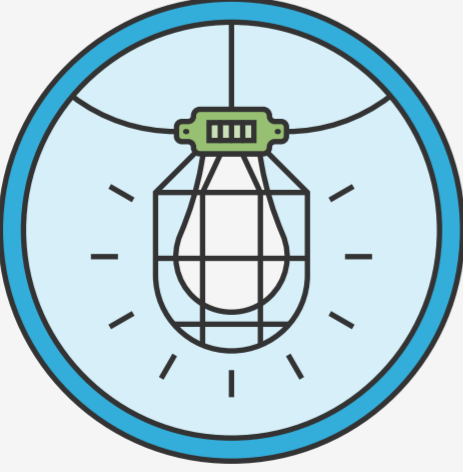
Managers enable individual autonomy.

## How do managers do it?



### THEY MEET MORE OFTEN WITH THEIR EMPLOYEES

Engaged managers meet more frequently with their employees compared with disengaged managers.



### THEY HELP EMPLOYEES SOLVE PROBLEMS

The No. 1 quality people want in a manager is problem-solving.<sup>3</sup>



### AND OVERALL, THEY TAKE ACTION

When team members believe their manager will take action based on their feedback, they tend to be significantly more engaged.

SEE HOW MANAGERS HELP BUILD A STRONG ORGANIZATION.