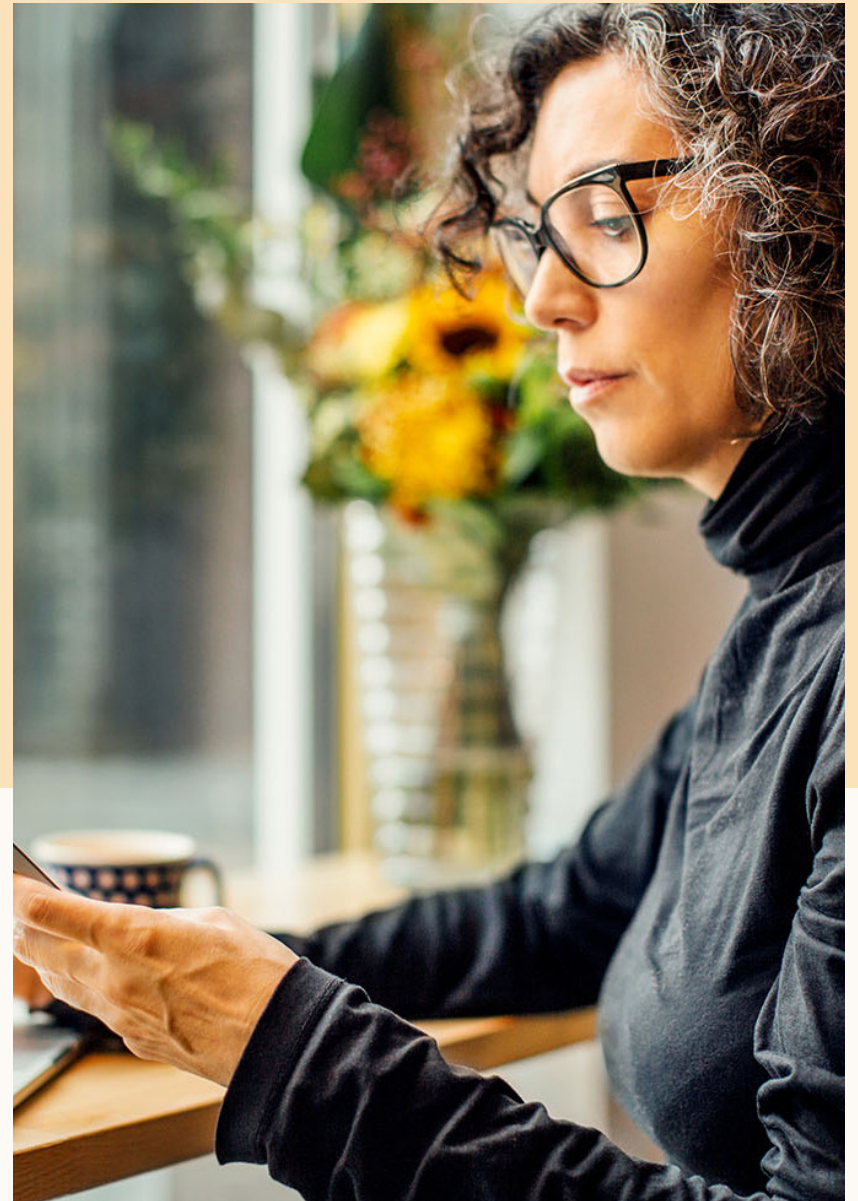


Worried About Your Managers?

10 insights to unlock the power of managers for employee engagement, learning, and retention.





Introduction

People succeed when managers succeed

People bring your organization's strategy to life. They impact your ability to innovate and grow, delight customers, and beat the competition. And it's managers who provide the support and inspiration necessary for people to do their best work.

About the insights

This report was adapted from "[The State of the Manager 2021](#)," co-sponsored by Glint and LinkedIn Learning. The State of the Manager combined insights from 3.4 million employee engagement surveys primarily conducted in 2020 on the Glint Platform with LinkedIn behavioral and survey data.

Insight #1

Managers can transform your organization

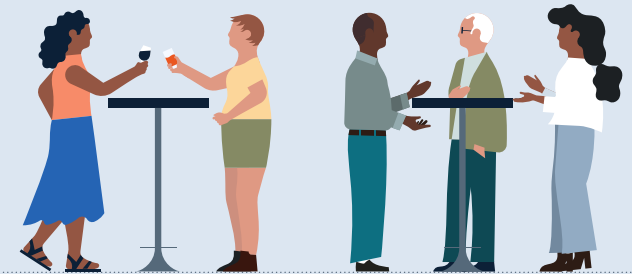
Every person's relationship with their direct manager has a strong influence on their ability to do their best work. With the right skills and tools, managers can profoundly amplify employee engagement and business results.

Employees who recommend their manager are:

2.3x more likely to be engaged

2.0x more likely to stay with the organization

2.3x more likely to have clarity about their company's strategy*



*compared to those who don't recommend their managers

Insight #2

Employee engagement is critical

A skilled manager cultivates employee engagement by being attuned to a person's mental, emotional, and behavioral commitment to work. Engaged employees are personally invested in their jobs; see a strong connection between their strengths and their role; and are more willing to contribute time and effort to business outcomes.



“An engaged employee is 45% more productive than a merely satisfied worker.”

“The Pandemic Is Widening a Corporate Productivity Gap”
by Eric Garton and Michael Mankins, Harvard Business Review

Insight #3

New priorities demand attention

Global turbulence has ushered in a new world of work with unforeseen challenges and opportunities. The stress and struggles have been immense, but they've also provided a catalyst for new priorities that put people at the center:



Well-being

92% of employees say it's important to have work conditions that keep them safe and healthy.



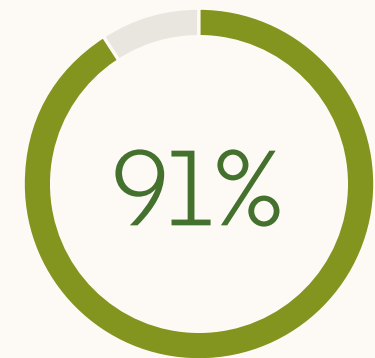
Belonging

94% of employees say it's important for their manager to help team members feel that they belong.



Remote & hybrid work

94% of employees are interested in an ongoing ability to work remotely at least some of the time.



Learning & growth

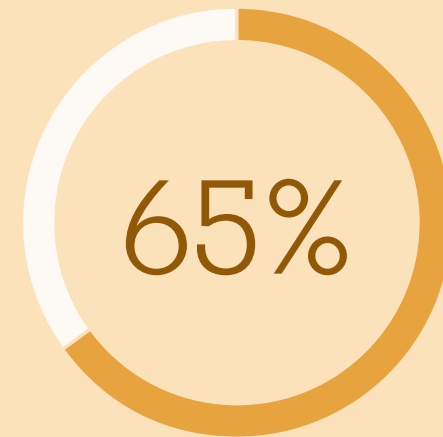
91% of employees say it's important for managers to inspire learning and experimentation.

Insight #4

Successful managers create a great employee experience

Organizations are rapidly adopting the lens of employee experience — using design thinking to understand and improve every aspect of an employee's work life. Effective managers contribute to a positive employee experience, and that's connected to positive business outcomes, such as employee retention and profitability.

Organizations that believe their employees are both strong performers and highly engaged see:



higher profitability
compared to their peers.



Peak Performance: How Combining Employee Engagement and Performance Management Fuels Organizational Success, Harvard Business Review Analytic Services, 2019



Insight #5

Managers support belonging

When belonging is intentionally fostered in the workplace, employees feel accepted within a community that shares a sense of purpose and willingness to invest emotional energy. Managers cultivate belonging when they actively support and appreciate varying styles, perspectives, life experiences, and ideas.

5.2x

Employees who feel a sense of belonging are 5.2x more likely to be engaged.*

*compared to those who don't feel a sense of belonging; previous Glint analysis has shown this number to be as high as 6x

Insight #6

Managers spark learning

Managers have an outsized impact in inspiring their teams to embrace new knowledge, new skills, and career advancement. According to LinkedIn's [2021 Workplace Learning Report](#), 84% of managers agree that learning can help close skills gaps on their teams, and 91% are supportive of helping their direct reports grow into new opportunities at their organizations.



2.9x

Employees who see good opportunities to learn and grow are 2.9x more likely to be engaged.*

*compared to those who don't see good opportunities to learn and grow

Insight #7

Managers drive positive work culture

A strong, resilient culture — shared values and beliefs that shape how work gets done — is a powerful energizer. Research compiled by Deloitte says organizations that proactively manage culture show 516% higher revenue growth over 10 years, 30% higher levels of innovation, and 40% higher retention. Managers are a pivotal factor here — an employee's positive view of culture goes hand in hand with high regard for their manager.



2.0x

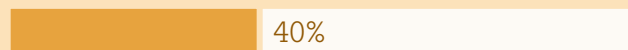
Employees who recommend their manager are 2x more likely to feel their company has a great culture.*

*compared to those who don't recommend their managers

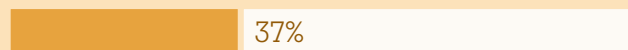
Precursors to manager burnout

Percentage of managers who self-reported experiencing a precursor to burnout.

Overwhelming workload



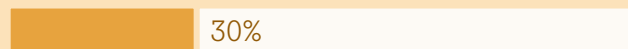
Feeling disconnected from colleagues



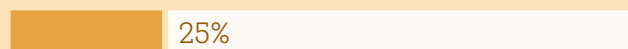
Conflict between home and work demands



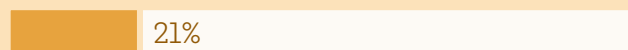
Unclear job responsibilities



Little or no acknowledgement of good work



Little or no support from manager/peers



Little or no autonomy to make decisions



Insight #8

Managers need support to avoid burnout

It's clear how critical managers are. Yet they are often stretched to the limits. Many are adapting to new workplace norms, as well as blurred boundaries between work and personal life. In 2020, manager burnout soared 78%.



Insight #9

Opportunities to grow can help managers thrive

When managers are understood and supported, they can continue to evolve and grow with your organization — learning new skills and taking on new challenges. Organizations that shift from bemoaning overburdened, underqualified managers to supporting every manager's true potential can spark tremendous energy.

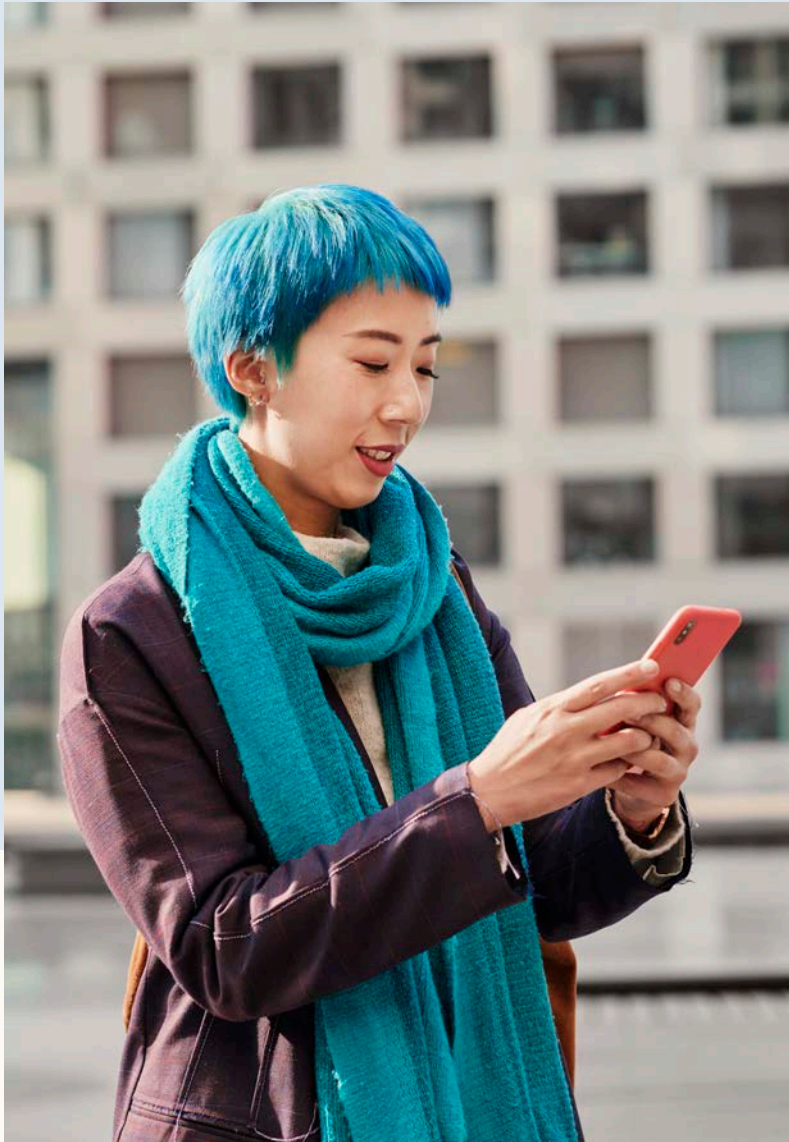
Managers who feel they have room to learn and grow in their role are:

3.4x more likely to be engaged

3.2x more likely to say they will probably be with their organization in two year's time*



*compared to those who don't feel they have room to learn and grow



Insight #10

Modern people science can help

So how do you know how managers and their teams are doing and what support will be most meaningful? Modern employee survey methods allow organizations to create a “people dashboard” with comprehensive real-time employee engagement data and insights. Your people dashboard — together with supportive tools and technology — can reveal other drivers that are unique to your organization and recommend ways to empower and develop individuals and teams.

3.0x

Managers who feel empowered to make decisions at work are 3x more likely to be engaged.*

*compared to those who don't feel empowered

Take on the future with Glint & LinkedIn

The new world of work requires putting people at the center of your strategy. When moving toward a people-first future, ask yourself:

- What kind of culture do I want to build?
- What will it take to empower every manager to be their best?
- How can I meet my objectives innovatively?
- What do people need or want to learn?

Collaboration across HR teams is the key to people-first strategies — and people are your greatest asset.



[Request a Glint demo](#)

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