


Scaling Good Management

How to Improve Your Managers With
Modern Performance Management

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“Managers need to have ongoing conversations with their employees. Those conversations will make sure that employees are engaged and aligned around organizational goals and the overarching strategy of the company.”

— Kate Hyatt, Healthgrades Chief People Officer

Managers Are Key to Employee Engagement

Employee engagement is still mission-critical for forward-looking organizations

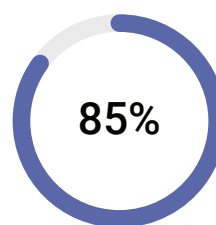
Employee engagement is more important now than ever before. In fact, 85 percent of employers said engagement was a top priority for their organization.¹

The market caught on to employee engagement, and the vast majority of forward-looking organizations made it a top priority. Now, employee engagement is a competitive advantage for companies of all sizes. And managers are the key to unlocking this competitive advantage.

The responsibility for employee engagement now falls to managers

Managers' roles have never been more important. In fact, the way employees are managed determines 70 percent of their engagement.²

What's more, employees supervised by highly engaged managers are 59 percent more likely to be engaged than those supervised by actively disengaged managers. That's worrisome, considering 51 percent of managers are not engaged, while 14 percent of managers are actively disengaged.³




85 percent of employers said engagement was a top priority for their organization.

¹ Bersin by Deloitte. Global Human Capital Trends 2016. Deloitte University Press. 2016. ² Randall Beck and Jim Harter. Managers Account for 70 Percent of Variance in Employee Engagement. Gallup. April 21, 2015. ³ Amy Adkins. Only 35 Percent of U.S. Managers Are Engaged in Their Jobs. Gallup. April 2, 2015.

Forward-looking organizations know this: Managers are crucial to employee engagement. Making sure managers are properly equipped to engage employees is critical for organizations.

So the big question is: Why has employee engagement hovered around 30 percent for a decade?⁴ The answer is simple: If 65 percent of managers aren't engaged, why would we expect the workforce to be any higher? Managers have tough jobs, and a big reason for their disengagement is that organizations haven't properly equipped managers to do their jobs effectively.



If 65 percent of managers aren't engaged, why would we expect the workforce to be any higher?

70 percent of employees' engagement is decided by the way those employees are managed.

Employees who are supervised by highly engaged managers are **59 percent** more likely to be engaged than those supervised by actively disengaged managers.

51 percent of managers are not engaged, while **14 percent** of managers are actively disengaged.

Employee engagement has hovered around **30 percent** for a decade.

⁴ Gallup. State of the American Workplace.

Today's Managers Have It Rough

Managers are overworked, always connected, and expected to be the company mouthpiece

“Simply put: Managers are busy. To create managers, organizations take their highest performers and give them even more responsibility,” said Eric Saar, Reflektive Vice President of Product. “Those high-performing managers can easily become overburdened.”⁵

Not only are managers overburdened in today's workforce, they're also always connected to their work. In fact, managers who carry smartphones for work interact with work 13 and a half hours every workday. That number goes up to 72 hours a week when managers include weekend work.⁶

“Managers are the mouthpiece for the company,” said Kate Hyatt, Healthgrades Chief People Officer. “They need to be equipped to convey the need for organizational changes and to set their employees up for success. The need to engage employees is now mission-critical.”⁷



Managers who carry smartphones for work interact with work 13 and a half hours every workday.

⁵ Reflektive Interview with Eric Saar. March 15, 2018. ⁶ Jennifer J. Deal. Always on, Never Done? Don't Blame the Smartphone. Center for Creative Leadership. 2015. ⁷ Reflektive Interview with Kate Hyatt. March 21, 2018

Managers are overworked, they're always connected, and they're expected to be the voice of the company to help drive engagement and organizational alignment. What's more, managers are now faced with a robust job market where opportunities for employees are strong and the unemployment rate is historically low.⁸

To stay competitive in today's market and to meet all the demands their job requires, managers need a modern performance management tool to help them manage their people at scale, within the pace of their demanding schedules. In this white paper, you'll find out how managers can use modern performance management tools to:

- **Create a culture of feedback**
- **Consistently communicate with employees**
- **Align their employees to organizational goals**

Let's break those down.

That number goes up to **72 hours a week** when managers include weekend work.

Employees have options:
The unemployment rate is **historically low.**

⁸ Alternative Measures of Labor Underutilization. Bureau of Labor Statistics. February 2018.

Creating a Culture of Feedback


Culture is more important than ever

For organizations competing in today's market, culture is a competitive advantage. In fact, over 80 percent of business leaders believe culture is a competitive advantage.⁹

Simon Sinek — famous speaker, marketing consultant, and author of *Start with Why* — once said, “Customers will never love a company until the employees love it first.”¹⁰ Employees are ambassadors for companies, and the way employees interact with an organization's culture seeps into the way they treat customers. Culture affects the bottom line.

Now more than ever, it's imperative for managers to foster a strong culture. But building and maintaining a strong culture requires time, effort, and focus.

“You can't just create a culture by talking about it,” said Saar. “It's about creating the behaviors that drive the culture. Managers using modern performance management tools drive those behaviors.”¹¹



“Customers will never love a company until the employees love it first.”

— Simon Sinek

⁹ Bersin by Deloitte. *Global Human Capital Trends 2016*. Deloitte University Press. 2016. ¹⁰ Simon Sinek. *Twitter.com*. April 16, 2014. ¹¹ Reflektive Interview with Eric Saar. March 15, 2018.

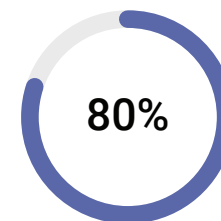
Recognition is key to driving culture

To help drive a strong and engaging culture, managers need to utilize recognition and real-time feedback in their organizations. According to Deloitte, “high-recognition companies have 31 percent lower voluntary turnover than companies with poor recognition cultures.”¹² Of course, lower voluntary turnover is important for managers in a strong job market filled with opportunity for employees.

“Recognition should be a big piece of a company’s culture,” said Hyatt. “Managers should use recognition to support an organization’s values and commitment to transparency.”¹³

When managers utilize modern performance management tools, driving recognition and real-time feedback becomes much easier. Not only can recognition and real-time feedback help reduce voluntary turnover, but by their very nature, recognition and real-time feedback can help create engagement and transparency in organizations.

“Engagement and transparency within organizations starts with recognition,” said Saar. “When managers recognize employees, those employees feel like they are top of mind and they are



Over **80 percent** of business leaders believe culture is a competitive advantage.

High-recognition companies have **31 percent** lower voluntary turnover than companies with poor recognition cultures.

69 percent of managers say they are uncomfortable communicating with their employees.


¹² Bersin by Deloitte. New Bersin & Associates Research Shows Organizations That Excel at Employee Recognition Are 12 Times More Likely to Generate Strong Business Results. Nov. 7, 2012. ¹³ Reflektive Interview with Kate Hyatt. March 21, 2018.

being heard at their company. Modern performance management tools remind managers to recognize those employees early and often.”¹⁴

Recognition and real-time feedback not only open up transparency and engagement for employees — they open up dialogue between managers and their employees. That’s important because 69 percent of managers say they are uncomfortable communicating with their employees.¹⁵

Modern performance management tools remind managers to recognize employees regularly for upholding organizational values, provide real-time feedback to keep employees aligned with their organization, and open up dialogue between managers and their employees.

But that’s not all modern performance management tools can do.



“Modern performance management tools remind managers to recognize those employees early and often.”

— Eric Saar, Reflektive Vice President of Product

¹⁴ Reflektive Interview with Eric Saar. March 15, 2018. ¹⁵ New Interact Report: Many Leaders Shrink from Straight Talk with Employees. Interact. April 4, 2015.

Consistently Communicating with Employees

Managers are key to engaging employees

Culture and employee engagement go hand in hand when building a forward-looking organization. According to Deloitte's "2017 Human Capital Management Trends," "culture and engagement are vital parts of the employee experience, and leading organizations are broadening their focus to include a person's first contact with a potential employer through retirement and beyond."¹⁶

Most of the interactions an employee will have with an organization will be through managers, but the quality is hit or miss, as not all managers are the same. Remember, 65 percent of managers are disengaged and 69 percent of managers are uncomfortable communicating with employees.

“Train people well enough so they can leave, treat them well enough so they don’t want to.”

— Richard Branson, Virgin Group Founder

It's imperative that managers treat their employees well and constantly communicate with and empower them. As Virgin Group Founder Richard Branson once said, "Train people well enough so they can leave, treat them well enough so they don't want to."¹⁷ When managers invest in their employees and get them engaged, those employees will stick around and grow.

¹⁶ Bersin by Deloitte. Global Human Capital Trends 2017. Deloitte University Press. 2017. ¹⁷ Richard Branson. Twitter.com. March 27, 2014.

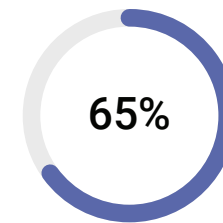
For managers, keeping employees engaged through consistent communication is mission-critical to success because highly engaged business units achieve a 10 percent increase in customer metrics and a 20 percent increase in sales. Highly engaged business units also realize a 41 percent reduction in absenteeism and a 17 percent increase in productivity.¹⁸ Keeping employees engaged positively impacts the bottom line.

Keep employees engaged with check-ins

Managers can make sure employees stay engaged through regular check-ins and consistent communication. These check-ins allow for more facetime and open dialogue with employees, provide transparency for employees, and make sure employees are aligned to organizational goals.

“Managers need to have ongoing conversations with their employees,” said Hyatt. “Those conversations will make sure employees are engaged and aligned around organizational goals and the overarching strategy of the company.”¹⁹

Again, managers are busy. But these check-ins are important. They need to be filled with information the manager and their employees



65 percent of managers are disengaged.

69 percent of managers are uncomfortable communicating with employees.

70 percent of employees' engagement is decided by the way those employees are managed.

¹⁸ Gallup. State of the American Workplace. ¹⁹ Reflektive Interview with Kate Hyatt. March 21, 2018

find useful. Managers can use modern performance management tools to regularly engage and communicate with employees at scale.

“When managers conduct frequent and structured check-ins on a regular basis, they’re able to continually engage employees and keep them from becoming misaligned,” said Saar. “Modern performance management tools help managers do this at scale through ongoing reminders and plug-ins that collate points of recognition. This way, managers have a good overview of what an employee accomplished recently, and it makes the employee feel like their manager is paying attention to them and their needs.”²⁰

Keeping employees engaged through consistent communication and check-ins has never been more important for managers. Modern performance management tools help managers engage their employees regularly and at scale.

And they help managers give employees a sense of purpose by aligning employees to organizational goals.

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²⁰ Reflektive Interview with Eric Saar. March 15, 2018.


Aligning Employees to Organizational Goals

Employees need a sense of purpose

One of the most important aspects of engaging employees is making sure that they find their work meaningful and that they have a sense of purpose at work. According to Deloitte, “‘mission-driven’ companies have 30 percent higher levels of innovation and 40 percent higher levels of retention, and they tend to be first or second in their market segment.”²¹

For employees, having a sense of purpose at work and knowing how they tie into their organization’s overarching mission is imperative. It not only engages them — it ignites their passion for work.

When President John F. Kennedy was visiting NASA in 1962, he asked a janitor what he was doing. The janitor responded, “Mr. President, I’m helping put a man on the moon.”²²



“Mr. President, I’m helping put a man on the moon.”

— NASA Janitor

This NASA janitor took pride in his work because he knew he wasn’t just helping clean a building — he was helping make history. That’s how all employees need to feel about their organizations. They need to understand how their goals tie to their company’s mission.

²¹ Josh Bersin. *Becoming Irresistible: A New Model for Employee Engagement*. Jan. 26, 2015. ²² Matt Given. *Mark Zuckerberg’s JFK Quote Is a Master Class on the Role of a Unified Purpose*. Inc. July 10, 2017.

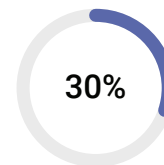
Managers are crucial to aligning employees to organizational goals

Managers can make sure their employees are aligned to their organization's mission by committing to goal management for their employees. Setting and managing goals for employees helps those employees see how they tie into the bigger picture of their organization, and helps employees stay away from goal drift.

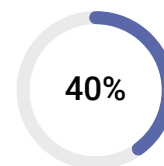
"Employees need to know if they can grow and progress in an organization," said Rachel Ernst, Reflektive Director of Employee Success. "If they don't see a path for growth, they will start to look for another job."²³

Of course, managers are busy with their own sets of responsibilities that track to their roles. They need to hit targets just like their employees. Modern performance management tools can help managers perform goal management at scale.

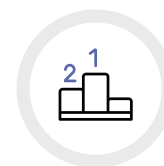
Mission-driven companies...



Have 30 percent higher levels of innovation



Have 40 percent higher levels of retention




Tend to be first or second in their market segment

²³ Reflektive Interview with Rachel Ernst. March 21, 2018

“Employees need to know their work is meaningful, and modern performance management tools help create a transparent and simple way for those employees and their managers to see if they’re tracking to organizational goals,” said Saar. “Managers can easily adjust goals with employees, so everyone is in alignment, from the top organizational level down to the employee.”

Modern performance management tools help create a culture of feedback, engage employees on a regular basis, and align employees to their organizational goals — all at scale. And there’s one performance management tool that ties it all together in one platform, and it’s been doing it longer than anyone else.



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— Rachel Ernst, Reflektive Director of Employee Success

Reflektive Creates Good Management at Scale

Scale good management with ease

With Reflektive, organizations can easily help managers utilize modern performance management tools to:

- **Create a culture of feedback**
- **Consistently communicate with employees**
- **Align their employees to organizational goals**

Reflektive does this through:

- **Real-time Feedback.** Enable managers to save feedback right from email, review and share notes with employees through a 1x1 agenda, and save private feedback for later conversations.
- **Goal Management.** Empower managers to stay on top of goals and progress with increased visibility and tools to easily manage performance. Managers can tag goals to

categorize projects, update goal completion percentage, and review the team's dashboard to track goals.

- **Check-ins.** Encourage constructive conversations between employees and managers. Enable managers to provide context for employees and early visibility for leadership. Check-ins provide opportunities for in-depth conversations about employee goals and professional development as well as growth moving forward.
- **Performance Reviews.** Encourage managers to build and launch performance reviews, full 360° feedback, and lightweight goal check-ins. Customize question types and anonymity settings. Target reviews by department and location, and even incorporate them into product launches to benchmark progress.

Contact Reflektive Today

Scaling good management is within your reach. Reflektive is ready to help you get there.

CONTACT REFLEKTIVE

About Reflektive

Reflektive is a leader in providing innovative, real-time performance management solutions for HR leaders and their agile organizations. Founded in 2014, Reflektive securely delivers Real-Time Feedback and Requests, Goal Management, Performance Reviews, and Check-Ins applications in the cloud for more than 400 clients worldwide, including AAR, Blue Origin, Comcast, Dollar Shave Club, Healthgrades, Instacart, Wavemaker Global, and Protective Life. Based in San Francisco, Reflektive secured funding from Andreessen Horowitz, Lightspeed Venture Partners, and TPG Growth, and was recognized in Gartner's 2017 Cool Vendors in Human Capital Management report. Reflektive's mission is to reinvent people management processes to empower employees to thrive at work.

For more information, visit reflektive.com