



RESEARCH

THE MANAGEMENT AGENDA 2014

Dan Lucy, Meysam Poorkavoos and Julia Wellbelove

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Introduction

This report presents the findings of Roffey Park's 2014 Management Agenda Survey. The survey has been running for 17 years and aims to highlight the views of managers on aspects of organisational life. It is a key barometer of working life and is regularly featured by both the national media and trade press, as well as featuring in professional management journals.

Over 1,800 UK managers, from both inside and outside HR and of varying levels of seniority, responded to this year's survey. The survey canvasses the views of managers drawn from a broad range of industrial sectors and from organisations both large and small. Details on the profile of respondents, and the organisations they work for, can be found in Appendix 1. Information on how the research was conducted can be found in Appendix 2. In a new development this year, we have followed up survey data with qualitative interviews with a sample of respondents to provide additional insight.

The report covers a broad range of aspects of organisational life, from leadership and culture, through to working in teams and innovation. The report is structured as follows:

Executive Summary

Chapter 1 – Organisation context

Chapter 2 – People challenges

Chapter 3 – Human Resources

Chapter 4 – Organisational purpose, values and strategy

Chapter 5 – Organisational culture

Chapter 6 – Ethics

Chapter 7 – Innovation

Chapter 8 – Leadership

Chapter 9 – Working in teams

Chapter 10 – Engagement and the employee deal

Rather than present an exhaustive account of the data collected in this year's survey, we have chosen to focus on aspects of the data that appear most interesting and which, we hope, in their combination provide an engaging and informative view of the challenges and perspectives of today's managers.

Executive Summary

Whilst in each of the chapters in this report we have summarised the main findings relevant to the chapter, in this executive summary we have highlighted some of the main themes and discussion points that emerge across the report.

Private Sector set for growth, whilst austerity continues for the public sector

Our survey presents a picture consistent with current talk of economic recovery, with the balance of HR managers expecting the size of their organisation's workforce to grow over the next two to three years. However, there is a clear distinction between expectations in the private compared to the public sector. The private sector, and in particular small and medium-sized organisations (SMEs), are anticipating a growing workforce. By comparison, the public sector is expecting a decline in the size of the workforce, further downsizing and redundancies. To make this comparison sharper, we calculated an Employment Growth Index (EGI) (the balance of positive minus negative expectations around workforce size). The overall EGI for the private sector is +34, compared with a startling -46 in the public sector. At the same time, our survey also suggests that the public sector is investing less in its employees compared with the private sector. It may be that public sector leaders and managers are receiving insufficient support to deliver the transformation effort required of them.

Talent on the move

There are clear signs that, following a long period of fragile economic performance, managers in the UK are

feeling safe enough to start looking around for other opportunities with nearly half of managers surveyed considering a move in the near future.

This does not appear to be primarily about money. Neither does lack of responsibility feature strongly as an issue affecting retention. However, the lack of promotion opportunity is a key issue. This suggests that delayering has gone too far as more headroom is needed if managers' aspirations are to be met. Whilst this may be a difficult challenge to resolve, there are other factors affecting retention that are more straightforward. The survey confirms that people are more likely to leave because of poor management and a lack of appreciation.

The survey suggests talent should be high on HR's agenda but indicates this may not be the case, with HR currently focusing on internal change and performance management and less on strategic talent management. Whilst HR managers report their key focus switching to retention and succession planning in five years time, there is a danger that this will be too little, too late. The survey also suggests that HR need to develop a more sophisticated and segmented talent offer to reflect changes in the demographics of the workforce and the differing aspirations of various groups. The survey confirms the importance of inter-generational issues and dynamics for the future.

Lack of trust a barrier to more ethical organisations

Our research does not reflect well on the ethical climate within organisations. Nearly half of respondents reported

having observed misconduct in their organisation. Of these, roughly one-third chose not to report the misconduct, mostly because they did not think corrective action would be taken or, worse, feared reprisal. Rather than report, they are more likely to walk; managers who observe misconduct are more likely to report an intention to leave their organisation.

There are other manifestations of a lack of trust apparent from our research. One-fifth of managers report that they do not expect their organisation to treat staff fairly. Fairness also emerges as the least positively rated dimension of a construct of ethical leadership. 40 per cent of managers report a dissonance between the espoused values of the organisation and those in use.

HR looking to OD for an answer to change?

Managing change dominates the HR agenda with it being the most common challenge reported by HR professionals both now and in five years time. Much of this reported change relates to cultural transformation programmes. The drivers for these programmes were most often financial and performance related but over a third reported their failure. The sense of change fatigue and cynicism reflects HR managers' views that these change programmes do not acknowledge the realities of organisational life; and emphasise systems and processes over good quality dialogue and conversations. No surprise then that HR managers are keen to build organisation design and development capabilities, to counter these problems and put people engagement at the centre of future change effort.

Team development overlooked?

Absence of trust and avoidance of accountability emerge as key impediments to effective team working. A striking 58 per cent of managers report that team members rarely challenge the unproductive behaviours of others in a team that they are part of at work. The impact of these perceptions can be seen clearly when we consider managers' views on the innovation climate within their organisations. Barely one-fifth agree that the climate in their organisation encourages risk-taking whilst under one-third consider that their organisation's culture is accepting of mistakes. Half of HR managers report innovation as a key challenge with private sector organisations looking to develop new products and services to fuel growth. Whilst leadership development features strongly as a means to encourage greater innovation, the development of teams appears less prominent. In the search for enhanced innovation and performance, sufficient attention needs to be given to the power of teams.

Leadership still seen as the key lever

As with previous Agendas, organisations main response to the challenges that they face is in developing leadership. Nearly nine out of ten HR managers identify leadership development as the key lever to support business performance, so the importance of effective leadership development becomes ever more important. Improved leadership, albeit a more distributed model, is seen too as the panacea for improvements in other areas such as ethics, and innovation. The survey also reaffirms the importance of leaders in changing and embodying culture. Organisations continue to require leaders who can affect the bottom line through greater people engagement. The qualities of effective leadership again relate to openness, emotional intelligence and trust building.

The good news is that there are positive signs regarding the quality of leadership. Two-thirds of managers rate the leadership skills of their line manager as 'good' or

'very good' and one half of managers rate the strategic leadership of their organisation positively. There is, at the same time, considerable room for improvement. One in ten managers go as far as to say the leadership skills of their line manager are 'bad' or 'very bad'. Nearly one half of managers also characterise their organisation as having a 'low support' culture with a minority of leaders getting the balance right in building both high support and high challenge organisations. So, despite some positive indicators on the quality of leadership, given the investment in leadership development of the last decade, some questions remain unanswered about what makes for effective leadership development and, more fundamentally, whether our expectations of leaders are realistic.

I. Organisation context



Summary

Overall, the balance of HR managers' expectations about employment growth are positive (45 per cent anticipate a growth in the size of their organisation's workforce, compared with 32 per cent expecting a decline, an overall Employment Growth Index (EGI) of +13). The overall positive picture masks the rather bleaker picture in the public sector. 61 per cent of HR managers in the public sector are anticipating a decrease in the size of their organisation's workforce as compared with 15 per cent anticipating an increase (an EGI of -46). More positive expectations about future growth are held by SMEs¹ compared with larger organisations operating in the private sector (an EGI of +55, compared with a comparative figure of +36 for larger organisations). It seems, then, that George Osborne's intention to encourage private sector growth, particularly through SMEs, is being realised.

Perhaps not surprisingly, given the expectations around reductions in workforce size and more redundancies in the public sector (62 per cent of HR managers in the public sector anticipate further redundancies), a significant minority of public sector HR managers in our sample anticipated a growing proportion of part-time and contract/temporary employees in the workforce (20 per cent of HR managers in the public sector reported that they expected there to be a growing proportion of part-time employees in their organisation in the next two to three years; the respective figure for contract and temporary employees was 28 per cent). The comparative percentages for HR managers in other sectors expecting a growing proportion of the use of such staff was much lower.

The picture in the public sector reported by managers is one focussed on increasing efficiency and reducing costs, with redesigning processes and systems and cost spending restrictions the two most commonly reported responses to challenges faced (the third most common was downsizing and redundancies). Whether this greater efficiency and reduced cost is being achieved and what impact this is having on delivery we cannot say, but a pertinent question is to what extent this dwindling number of public sector managers is being adequately equipped to manage the challenges they face? Whilst managers in the public sector report the introduction of new technology (52 per cent), the development of strategic partnerships (43 per cent), and the centralisation of back-office functions (37 per cent), only 15 per cent of public sector managers report their organisation investing more in employees. 13 per cent of public sector managers actually report their organisation investing less in employees (an Employee Investment Index (EII) of +2).

Compared with the public sector, managers across the private and not-for-profit sectors report pursuing a dual strategy of increasing efficiency (through cost spending restrictions, the redesign of processes or implementing new technology) whilst looking to develop new products and services or looking for new markets. In the private sector, it appears as if a significant minority of organisations are seeking to merge or acquire other businesses (23 per cent), or develop strategic alliances and partnerships (30 per cent). This implies a need for innovation, commercial acumen, strategic thinking and the ability to establish and develop partnerships. The private sector seems to be recognising the implications

of the capabilities of its people by investing more in its employees (28 per cent of managers reported their organisation was investing more in employees). 8 per cent of managers in the private sector reported their organisation investing less in its employees (an overall EII for the private sector of +20). For the not-for-profit sector, nearly two-fifths of managers reported their organisation seeking to develop strategic partnerships and alliances (39 per cent), and again there is some recognition of the need to invest in employees (24 per cent of managers reported that their organisation was investing more in employees, compared with 6 per cent reporting that their organisation is investing less (an EII of +18)).

Nearly half of managers working in the private sector reported their organisation looking to develop new markets, with managers in SMEs more likely to report their organisation adopting this approach to address the economic challenges it faced. Managers in SMEs were more likely to report their organisation looking to develop strategic partnerships whilst larger organisations were more likely to be looking to pursue mergers and acquisitions. In either case, there appeared to be a recognition of the implications of these strategic imperatives for employee development, with, depending on the size of the organisation, between 27 and 35 per cent of managers reporting their organisation investing more in its employees.

¹ A small and medium-sized enterprise is defined here as an organisation with 250 or fewer employees

Employment expectations positive in the private and not-for-profit sector, negative in the public sector

How do you expect the size of your organisation's workforce to change over the next two to three years?				
HR managers reporting ...	Private Services (%)	Production and Manufacturing (%)	Not-for-profit (%)	Public sector (%)
Increase in size	62	53	46	15
Decrease in size	19	28	16	61
Employment Growth Index (EGI) (balance of positive versus negative expectations)	+43	+25	+30	-46
Base size (n)	494	153	86	299

Employment expectations more positive in SMEs compared to larger organisations in the Private sector

69 per cent of HR managers in private sector SMEs reported anticipating an increase in the size of their organisation's workforce. 14 per cent expected a decline, resulting in an Employment Growth Index (EGI) of +55. By comparison, whilst 58 per cent of HR managers in large organisations in the private sector expected an increase in the size of their organisation's workforce, 22 per cent expected a decline (an EGI of +36).

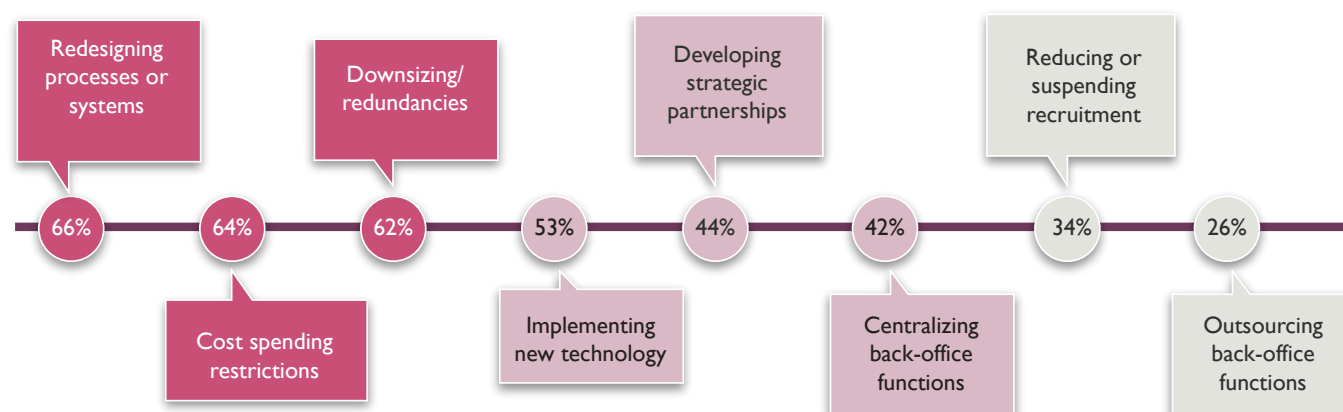
How do you expect the composition of your organisation's workforce to change over the next two to three years?				
HR managers reporting ...	Private Services (%)	Production and Manufacturing (%)	Not-for-profit (%)	Public sector (%)
Growing proportion of full-time employees	39	34	20	15
Growing proportion of part-time employees	14	6	15	21
Growing proportion of contract/temporary employees	14	23	19	31
No change	33	37	47	33
Base size (n)	496	151	86	296

A greater proportion of HR managers in the public sector anticipate a growing use of part-time and contract/temporary employees over the next two to three years when compared with other sectors, perhaps as a result of both the redundancies that have already taken place in the sector and the expectations of more to come.

Public sector continues to seek to cut costs and enhance efficiency

How is your organisation responding to challenges in the political and economic environment?

Percentage of public sector managers reporting (%)



Is the public sector investing enough in its employees?

Despite the challenges faced in transforming the way the public sector works, only 15 per cent of public sector managers reported that their organisation was investing more in employees. 13 per cent of public sector managers actually reported their organisation investing less in employees, an overall Employee Investment Index of +2.

Base size (n) = 526

Percentages add up to more than 100 as respondents could provide more than one answer

In the private and not-for-profit sectors, organisations are looking for ways to improve efficiency whilst seeking new markets and looking to develop new products and services

How is your organisation responding to challenges in the political and economic environment?²

Private Services	%
Cost spending restrictions	54
Implementing new technology	51
Looking for new markets	48
Redesigning processes or systems	47
Looking to develop new products and services	42
Focussing on core businesses	42
Developing strategic partnerships or alliances	30
Mergers and acquisitions	23
Base size (n)	681

28 per cent of managers in the private services sector reported their organisation investing more in employees. 9 per cent reported their organisation investing less (an Employee Investment Index of +19)

Production and manufacturing	%
Cost spending restrictions	54
Looking for new markets	54
Looking to develop new products and services	53
Redesigning process of systems	50
Focussing on core businesses	49
Implementing new technology	43
Downsizing/redundancies	37
Centralizing back-office functions	31
Base size (n)	201

28 per cent of managers in the production and manufacturing sector reported their organisation investing more in employees. 7 per cent reported their organisation investing less (an Employee Investment Index of +21)

Not-for-profit	%
Looking to develop new products and services	54
Cost spending restriction	53
Redesigning processes and systems	51
Implementing new technology	50
Looking for new markets	49
Focussing on core businesses	44
Developing strategic partnerships and alliances	39
Downsizing/redundancies	27
Base size (n)	160

24 per cent of managers in the not-for-profit sector reported their organisation investing more in employees. 6 per cent reported their organisation investing less (an Employee Investment Index of +18)

Note: percentages add up to more than 100 as respondents could provide more than one answer

² Figures show percentage of managers reporting their organisation adopting the relevant practice/strategy.

Managers in SMEs in the private sector are more likely to report their organisation looking to develop new markets

How is your organisation responding to challenges in the political and economic environment?

Response to economic and political challenges	Organisation size (number of employees)		
	Less than 100 (%)	Between 100 and 250 (%)	More than 250 (%)
Cost spending restrictions	38	49	57
Reducing or suspending recruitment	11	13	23
Outsourcing back office	9	6	16
Redesigning processes or systems	25	46	52
Implementing new technology	31	44	53
Centralising back office	9	12	30
Developing strategic partnerships	44	28	28
Mergers and acquisitions	7	9	25
Looking for new markets	56	58	47
Investing more in employees	27	35	27
Investing less in employees	6	5	9
Base size (n)	119	97	825

Nearly half of managers in the private sector report that their organisation is looking to develop new markets. Managers in the sector also report their organisations looking to merge with or acquire other businesses, or develop strategic partnerships. Organisations in the private sector are clearly recognising the need to invest in developing their employees. Between one quarter and one third of the managers surveyed reported their organisation investing more in employees.

The above analysis excludes the public sector and not-for-profit sector.
Percentages add up to more than 100 as respondents could provide more than one answer

2. People challenges



Summary

What are the people challenges now and in five years' time?

HR managers identified developing appropriate leadership and management styles as the top people challenge currently in their organisations (87 per cent of HR managers selected this option). Chapter 8 of this report provides more detail on what HR managers mean by an 'appropriate leadership style'. Employee engagement and morale (75 per cent) and performance management (70 per cent) were the next two most common current people challenges.

When we compare today's people challenges with those anticipated in five years' time, we notice a shift in focus from internal change and performance management to a focus on talent management. HR professionals anticipate that by then, the top people challenge will be the retention of key employees (46 per cent), followed by succession planning (45 per cent). This theme continues with the spotlight on: sourcing talent (40 per cent of HR managers identify 'finding the right employees in the right markets where we do business around the world' as a main people challenge); developing talent (43 per cent of HR managers identify developing appropriate leadership and management styles as a main challenge; 41 per cent identify career management as a main challenge); and retaining talent (40 per cent of HR managers identify 'managing the multi-generational workforce' as a main challenge). This focus on talent is not surprising given expected demographic changes in the UK. A CIPD (2007) report into Talent¹ highlighted demographic trends in the UK. By the year 2020 it is projected that

the UK workforce aged 20-40 will decrease by 16 million and those aged between 45 and 65 will increase by 17 million. The talent challenges are many, but they include a more competitive market for early career talent, the potential loss of experienced and knowledgeable older workers, and the need for organisations to accommodate changing expectations and preferences (flexible working, reward and recognition) either due to an older workforce, or due to talented individuals having greater bargaining power.

Our research identified some groups whose responses indicated that the war for talent has already ignited in their minds. 71 per cent of 20-30 year old HR managers identified retention of key employees as the second highest **current** people challenge (after developing appropriate leadership styles, 79 per cent). This fits with recent reports that job movement is starting to increase. Our research may have highlighted Generation Y respondents' awareness of the needs, motivations and intentions of their peers.

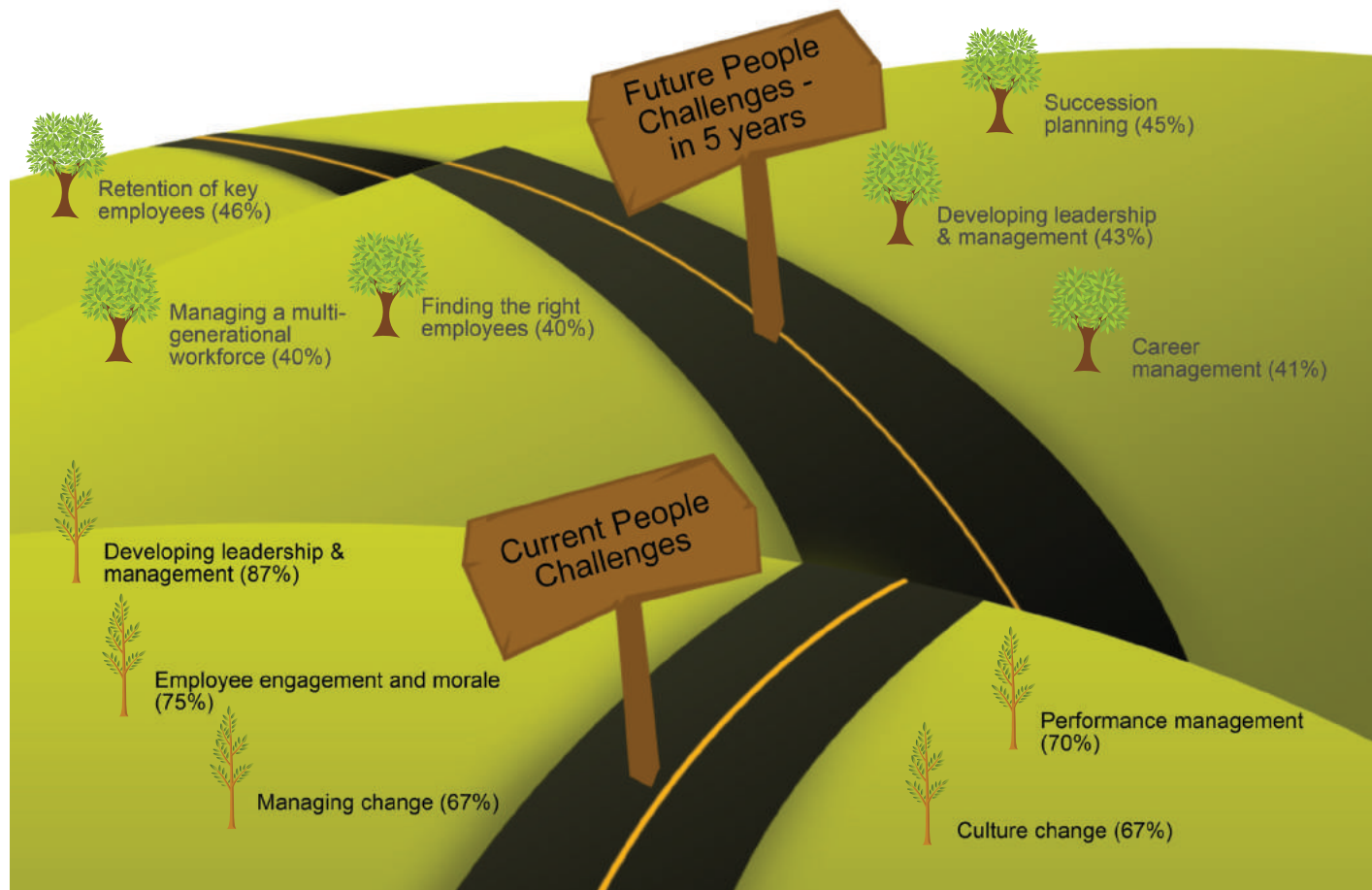
Our research also identified differences in the responses of HR managers working in different sectors, in particular the production and manufacturing sector. 62 per cent of HR managers in the production and manufacturing sector identified 'finding the right employees in the right markets where we do business around the world' as one of their top three current people challenges (compared to 46 per cent in the wider sample). 44 per cent of managers from the production and manufacturing sector also anticipated that 'working across cultures' will be a key people challenge in five years' time (compared to 33 per cent in the wider sample). Could it be that the production and manufacturing sector is already experiencing

the challenges of operating in the global market and therefore is ahead in terms of developing a more global outlook to talent management? We found from in-depth discussions with HR managers operating in this sector that they are focusing on identifying talent with global mindsets and encouraging greater global mobility in staff, in addition to developing their technical specialists to be leaders of the future. They are also dealing with the key people challenge of retaining the knowledge and experience of those in the 50+ age group, whilst at the same time recruiting and developing talent to replace them in time. Technical fields such as engineering were particularly likely to be utilising these approaches to help them deal with the scarcity of skills.

1 CIPD (2007) Talent: Strategy, management, measurement

Talent management is moving up the agenda but is it happening fast enough?

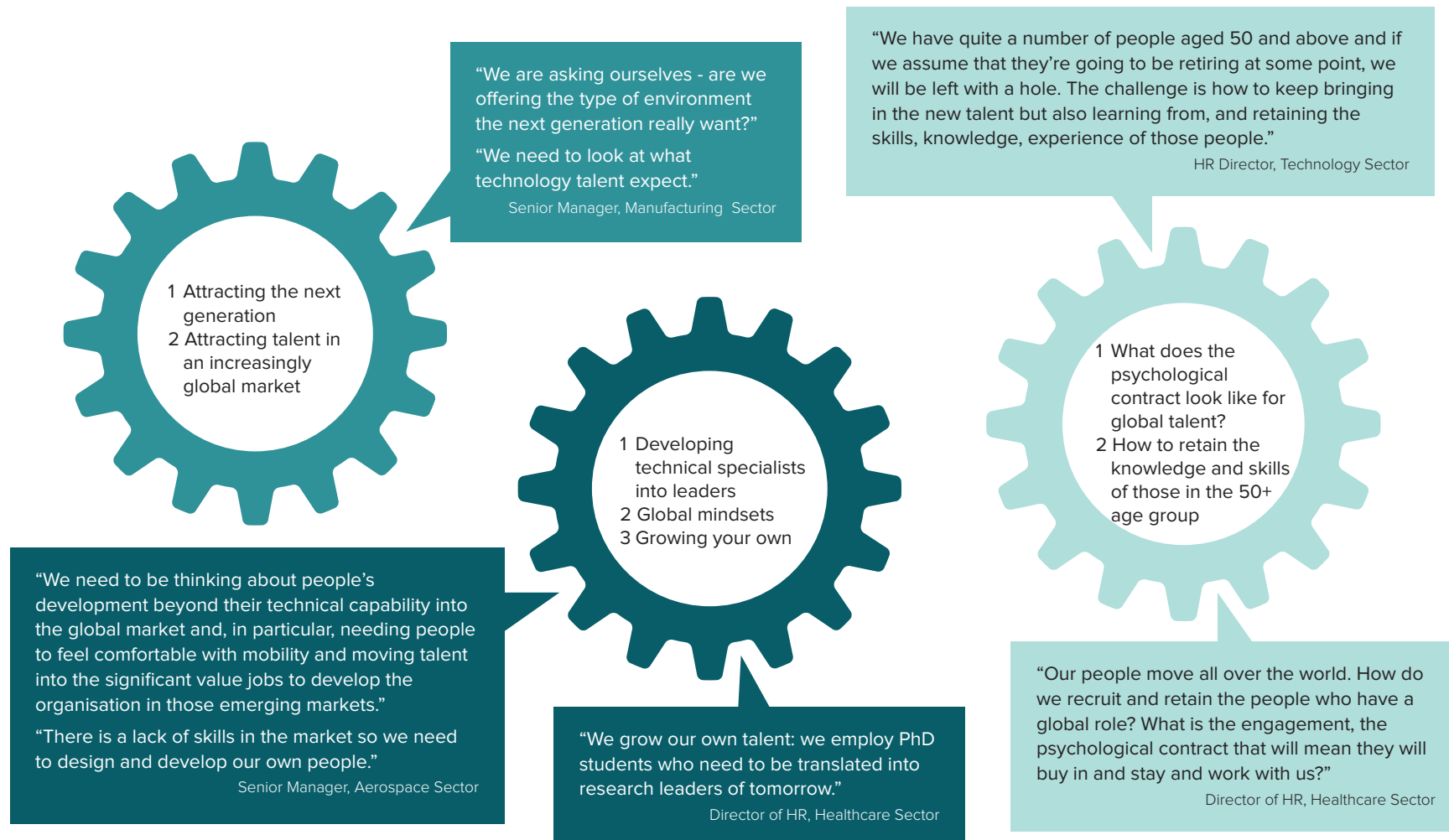
What are the main people challenges your organisation is facing now and is likely to face in five years' time?



There is a clear shift in HR managers' views of key people challenges today compared to anticipated challenges in five years' time. Today the focus is on performance management and employee engagement. In five years' time, the focus shifts to talent management. With indications that talent is ready to move (see chapter 10), we ask the question 'is talent management moving up the agenda fast enough?'

Note: Base size (n) = 1025. Percentages add up to more than 100 as respondents could provide more than one answer

Operating in a global market and developing technical specialists into leaders identified as key talent challenges by HR managers



3. Human Resources



Summary

Our research has identified an unchanging picture of the challenges faced by the HR function. Managing change was the most common challenge reported by HR professionals both now (77 per cent of HR professionals rated managing change as the top challenge now) and in the future (46 per cent rated it as the top challenge in 5 years' time). It seems that change is indeed a constant and our research has found some HR professionals feeling overwhelmed by the amount of change or disillusioned with the nature of it. Given that HR professionals identified managing change as their top challenge it is not surprising that over three-quarters of HR Managers (77%) indicated that their organisation had attempted to change its culture in the last five years. Top of the list of reasons for driving cultural change was the need to improve efficiency and respond to financial challenges. Respondents talked about the need to do things differently and to operate with fewer resources. When talking about culture change, they also articulated a greater focus on effective performance management. Despite widespread attempts to change culture, 37 per cent of HR managers reported that cultural change had not been 'that successful' (that figure rises to 44 per cent in the public sector). Some of the HR managers we spoke to referred to issues such as the sheer scale of change required, a lack of appetite for the risk associated with change and a failure to take account of 'the unwritten realities' of the organisation in trying to effect organisational change. There is also a suggestion that in doing so, organisations may be over-reliant on introducing systems and processes rather than equipping managers with the capabilities to hold effective conversations, particularly with respect to performance management. The question for HR is how can it influence the nature of change to reflect both the existing culture and to focus on people, not process?

The next three top challenges reported by HR professionals now and in 5 years' time were: demonstrating the link between people management and business results (70 per cent now and 45 per cent in five years' time), influencing senior managers (69 per cent now and 39 per cent in five years' time) and becoming more strategic (64 per cent now and 36 per cent in five years' time). Whilst identifying these quite strategic issues as top challenges, an additional overarching challenge faced by HR appears to be balancing the desire to pursue more strategic activities whilst managing the pressures of operational work. Our HR respondents spoke of the need to deal with capability and performance issues negating the possibility of addressing more strategic concerns.

Our research suggests that, on the whole, HR is being asked by managers in the business for assistance with predominantly operational issues, and is helping the business to manage these issues very effectively. It does appear, however, that this effectiveness comes with a cost. More than half of managers in the wider business regard HR as 'reactive', with less than one quarter seeing the HR function as 'proactive'. Whilst 'adding value to the business' was the second most common response of non-HR managers when asked to describe HR, this was a perception held by less than one third of non-HR managers. There appears, then, to be work to do for HR. Whilst both managers in the business and within the HR function see HR as 'reactive', managers in the business see HR as helpful in providing support when they need it but not necessarily adding value to the business.

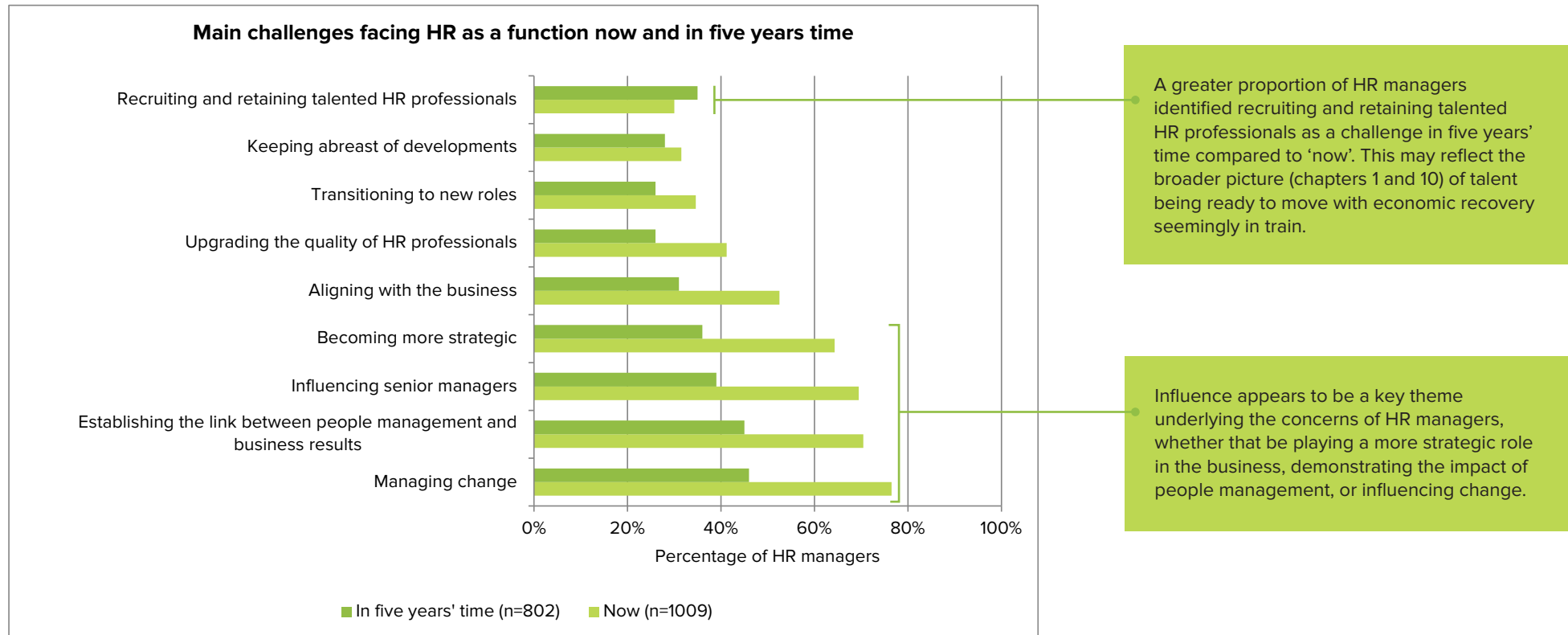
It would seem that HR sees some of the key barriers to having greater impact as the short-term focus of the business and its own reactive workload, but more than one-third (38 per cent) also believe HR spends too much time on unimportant things. We cannot say from our research what these 'unimportant' things may be, but

there is clearly a question in the minds of a significant minority about whether HR is effectively prioritising its resources in a way that can add most value.

Our research indicates that HR is intent on developing capabilities that will help it both add value to the business and demonstrate that value. HR managers report key competencies and knowledge areas for development concentrated on business and commercial understanding, organisational design and development, managing change and demonstrating impact through metrics and analytical capabilities. For example, when asked for the top four competencies that HR needed to develop, the four most common answers reported by HR managers were understanding the business (84 per cent), the ability to influence decision-makers (78 per cent), changing culture (64 per cent) and the development of organisational capabilities (61 per cent). Similarly, when asked in which areas HR professionals would most benefit from external support and expertise, the most common responses given by HR managers were organisational development (40 per cent), leadership (39 per cent) and metrics and data analysis (33 per cent). A desire for greater influence appears to be a theme running through the data. Both in terms of making the case to management about change, or in the way in which HR managers increasingly feel they must operate, influencing managers of the importance of people management.

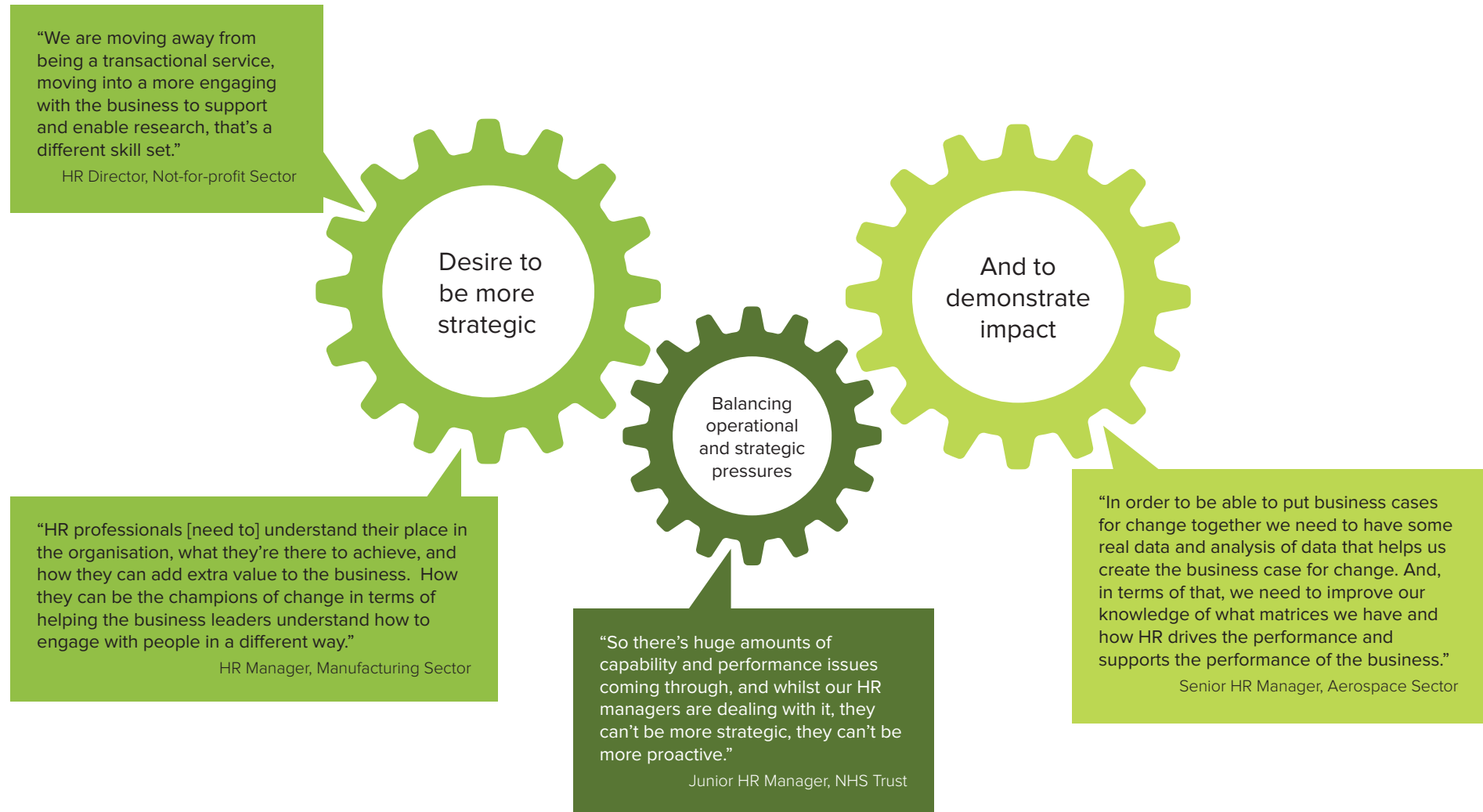
A greater proportion of HR managers identified 'recruiting and retaining talented HR professionals' as a challenge in five years' time compared to now. This may reflect the broader picture identified in our research (and covered in chapters 1 and 10). That is, one in which managers are increasingly looking for opportunities to move on and there is an emergent concern around talent retention and the talent pipeline.

Managing change dominates the HR agenda

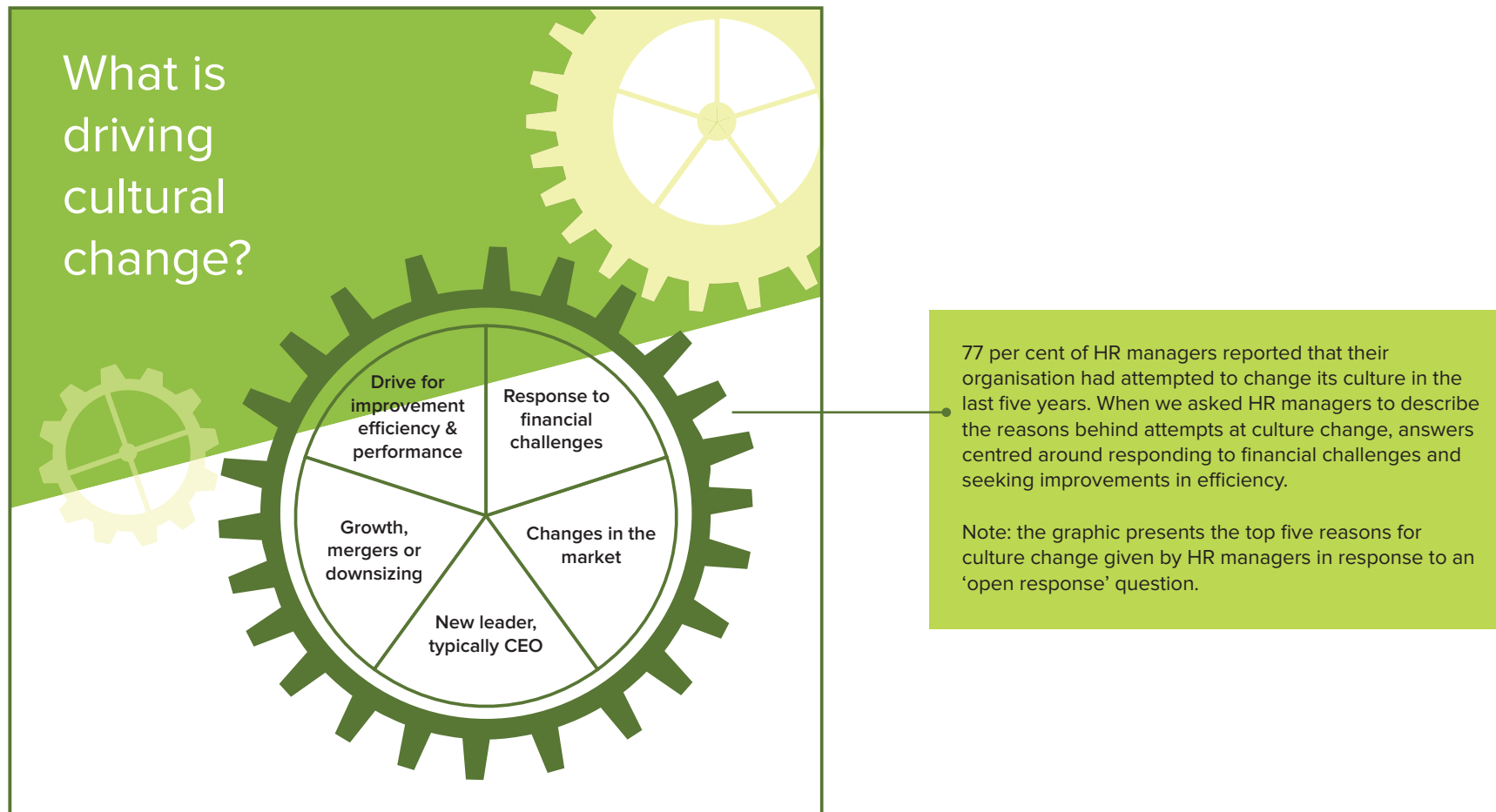


Note: percentages may add up to more than 100 as respondents could provide more than one answer

Making space to be strategic a challenge given operational pressures



Over three-quarters of HR Managers reported that their organisation had attempted to change its culture in the last five years



Change focused on developing a performance driven culture

“We're going through a period of organisational change. We had a change of Chief Executive a couple of years ago, which has resulted in a significant cultural change and we're looking to be far more proactive in our leadership and management of staff, and far more focused on performance, and performance aligned with strategic objectives.”

Director of HR, Healthcare Sector



Attempts to
change culture
focused on
performance
management

“One of the ones to improve in, as an example, is having people feel that we really manage performance effectively, and there are two prongs to that: one is the people who know they're doing a good job feeling perhaps they haven't been valued enough. And then people observing that others who aren't performing quite as effectively are allowed to get away with it, they're not pulled up and they're not coached and developed.”

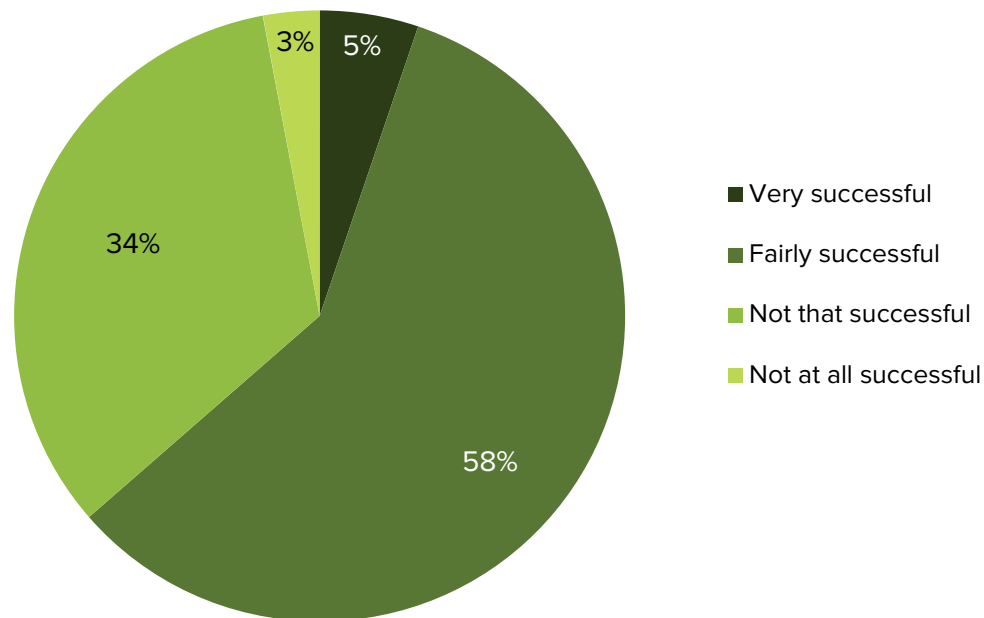
HR Director, Technology Sector

“So changing the way we manage people, changing the culture around management, performance improvement, performance management. All of that. It's about doing it in a positive way to change the way that we operate.”

Senior HR Manager, Financial Services

More than one-third of HR managers do not regard efforts at culture change as successful, rising to more than two-fifths in the public sector

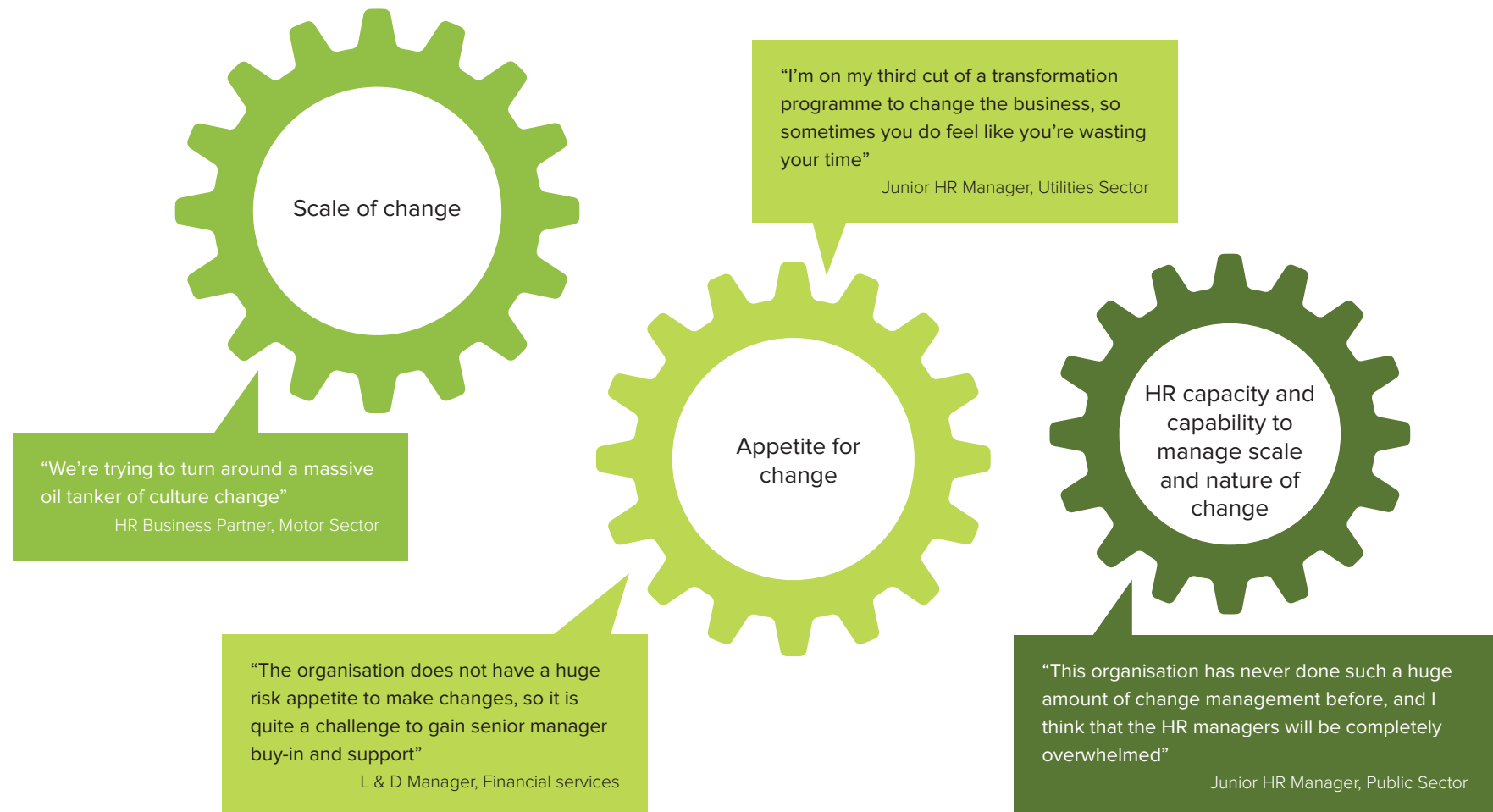
How successful have efforts been to change the culture in your organisation?



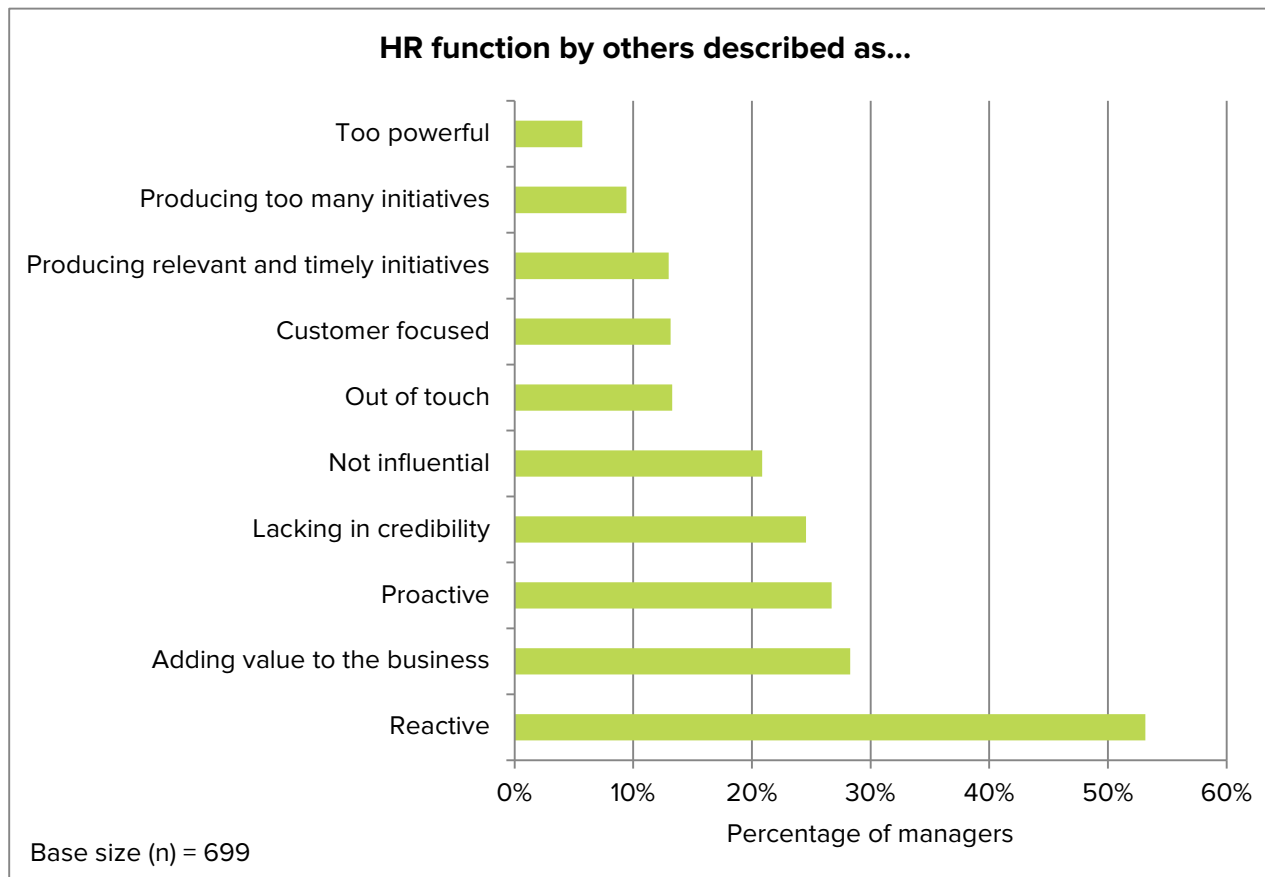
Base size (n) = 613

Whilst 37 percent of HR managers overall reported that efforts to change their organisation's culture had not been successful (either 'not that successful' or 'not at all successful'), this figure rises to 44 percent in the public sector. By comparison, 33 percent of HR managers in the private sector and 28 per cent in the not-for-profit sector regarded efforts to change culture as not successful.

There are indications that HR risks being overwhelmed by the scale of change



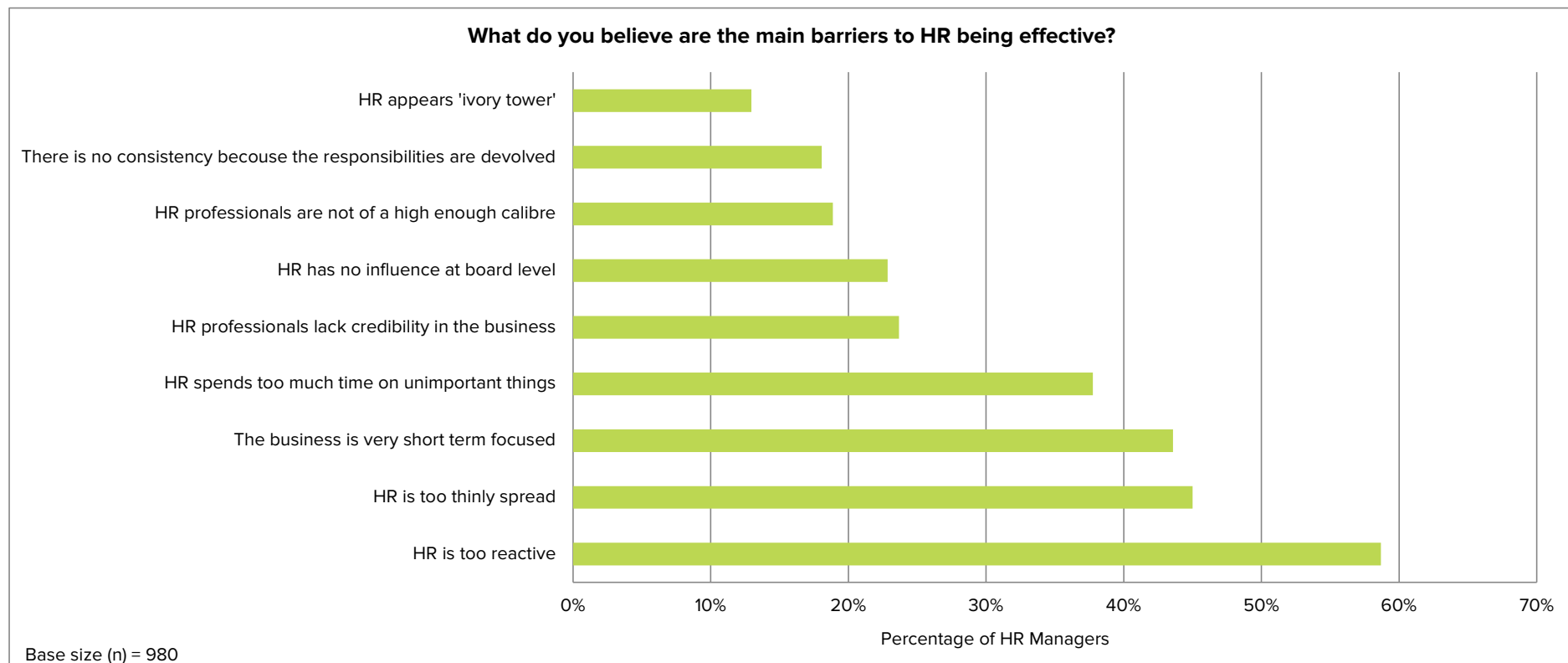
HR providing effective support to the business but still seen as reactive and not necessarily adding value



The vast majority (70 per cent) of managers surveyed had sought support from HR, most commonly with recruitment and selection (66 per cent of managers who had sought help had done so with respect to this issue), managing underperformance (54 per cent), or assistance with a disciplinary or capability procedures (50 per cent). Managers sought support less commonly on more strategic issues such as employee engagement (23 per cent). Whilst over four-fifths (81 per cent) of managers regarded the support they received as helpful, only just over one quarter (28 per cent) of managers saw HR as adding value to the business.

Note: percentages may add up to more than 100 as respondents could provide more than one answer

HR Managers regard short-termism and lack of resources as barriers to having greater impact



Note: percentages may add up to more than 100 as respondents could provide more than one answer

HR Managers identify developing business and organisational development capabilities as key to confronting challenges and having greater influence

Which of the following competencies do you see as being most critical for HR in your organisation?	
Understanding the business	82%
Ability to influence decision-makers	78%
Culture change ability	64%
Developing organisational capabilities	61%
Balancing the short-term and long-term	57%
Diagnostic and analytical capability	53%
Personal credibility	49%
Base Size (n)	985

Which of the following areas of knowledge are most important for HR professionals in your organisation?	
Management of change	74%
Leadership	74%
Organisational design and development	67%
Talent Management	62%
Workforce Planning	53%
HR Metrics and data analysis	49%
Employee relations	44%
Base Size (n)	903

In which three of the following HR areas would your organisation most benefit from external expertise and support?	
Organisational development/effectiveness	40%
Leadership development	40%
Metrics and data analysis	31%
Judgment, commercial and strategic skills	29%
Process, redesign and implementation	25%
HR strategy development	21%
Workforce planning	19%
Base Size (n)	918

Note: percentages may add up to more than 100 as respondents could provide more than one answer

4. Organisational purpose, values and strategy



Summary

The vast majority of managers report understanding their organisation's strategy and values. This overall picture masks some clear differences between the perspectives of managers working in different sectors, at different levels of seniority and with differing experience of the organisation concerned. Whilst over 90 per cent of managers report understanding their organisation's strategy and values at least adequately, just over two-fifths (43 per cent) say that they understand their organisation's strategy very well. With regard to understanding organisational values, the respective figure is just over half (55 per cent of managers surveyed report that they understand their organisation's values very well). Clarity about organisational strategy and values, perhaps not surprisingly, increases with seniority and decreasing size of the organisation.

A more important observation is, the difference managers report between the stated values of their organisation and those they observe practised by 'management'.

This difference is most pronounced in the public sector, perhaps reflecting the tension between the public service values of many who work in the sector and the implications of the financial constraints placed upon it by successive austerity drives. Two-fifths of managers (40 per cent) report that the values practised by 'management' do not reflect what they consider to be those of the organisation. This proportion rises to more than half (51 per cent) in the public sector. It appears that managers in the not-for-profit sector are more likely to be viewed as living up to the values espoused by their organisation. Congruence between observed and stated values is also positively linked to the size of organisation worked for (the smaller the organisation, the more likely there is to be perceived congruence), seniority (the more senior you are the more likely you are to view practised and espoused values as congruent) and length of time in the organisation, although this latter relationship is somewhat weaker.

One quarter of managers regarded the collective sense of purpose in their organisation as weak. Again, views in the public sector are most negative with roughly one in three (30 per cent) managers in the public sector regarding the collective sense of purpose in their organisation as weak or very weak. Again, this may reflect a perception of a clash between public sector values and the implications of the current focus on cost-cutting and efficiency. As for values and strategy, the higher the level of seniority and the smaller the size of the organisation, the more likely there is perceived to be a collective sense of purpose in the organisation.

Whilst the vast majority of managers are clear about their organisation's strategy, only two-fifths report understanding it very well

91%

of managers understand their organisation's **strategy** at least adequately well (n=1375)

43%

of managers understand their organisation's **strategy** very well (n=1375)

93%

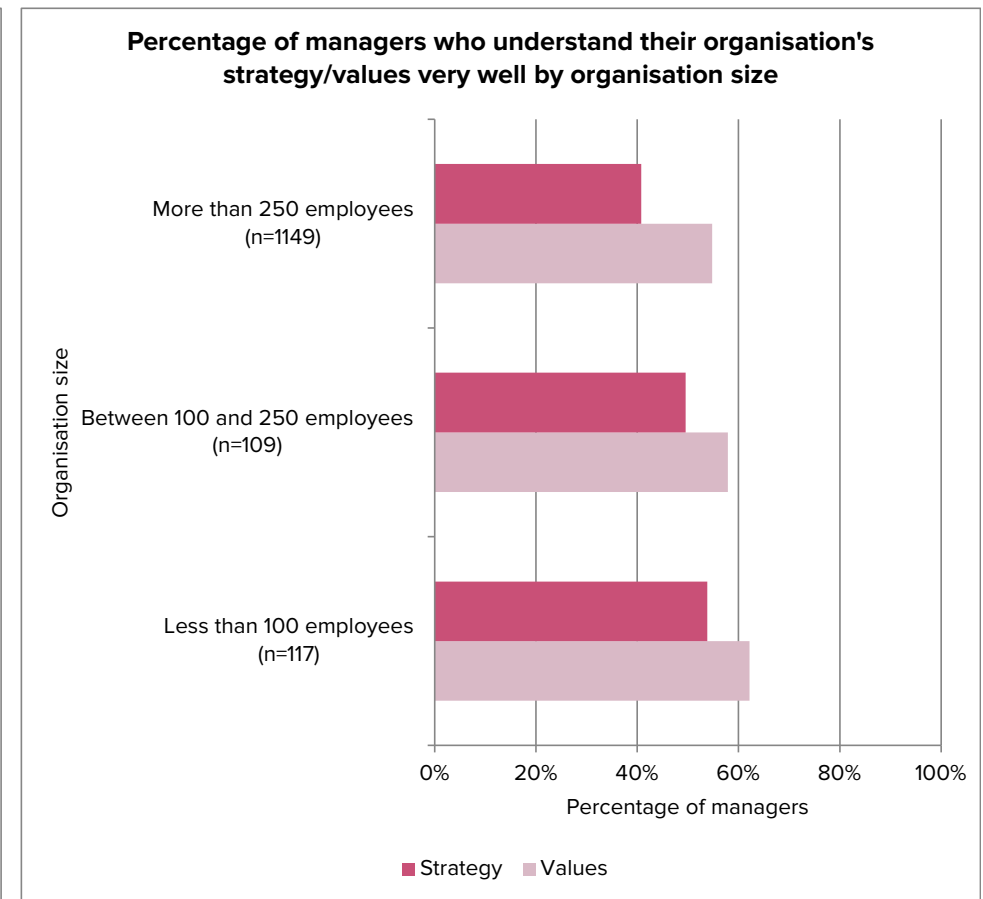
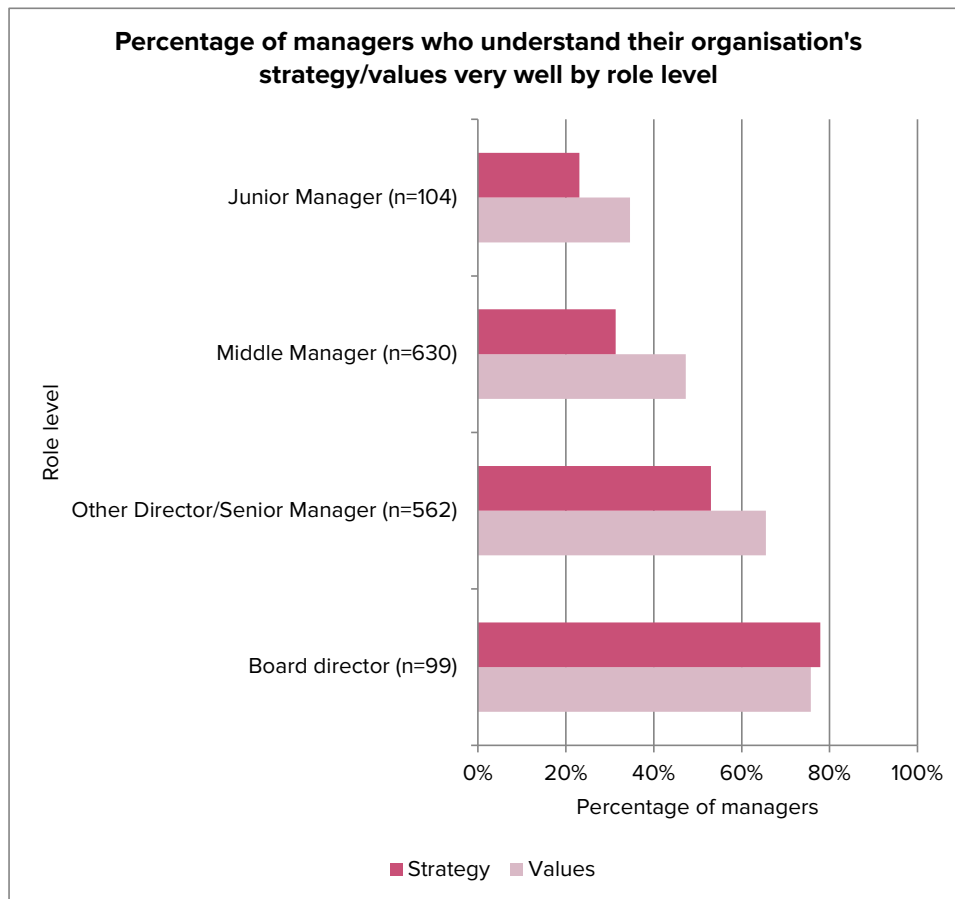
of managers understand their organisation's **values** at least adequately well (n=1395)

55%

of managers understand their organisation's **values** very well (n=1395)

The vast majority of managers report that they understand their organisation's strategy and values at least adequately well. Yet, only two-fifths report understanding their organisation's strategy very well, with just over half reporting the same about their organisation's values.

Clarity regarding organisational strategy and values increases with seniority and decreasing size of organisation



Numbers in brackets are the total number of responses to each item

The majority of public sector managers report a lack of congruence between their organisation's stated values and those practised by management

Percentage of managers who feel that the actual values practised by 'management' do not reflect those espoused by their organisation		
Sector	Percentage	Base size (n)
Private Services	34	616
Production and Manufacturing	39	182
Not-for-profit	28	148
Public	51	495
Overall	40	1441

The difference between espoused and practised values appears greatest in the public sector, perhaps reflecting the tension between the public service values of many who work in the sector and the implications of the financial constraints placed upon it by successive austerity drives. Congruence between the espoused values of the organisation and those seen to be practised by 'management' was highest in the not-for-profit sector.

Percentage of managers reporting that their organisation's stated values reflect those practised by management by role level and size of organisation		
Level of Seniority	Percentage	Base size (n)
Board Director	76	104
Director/other senior manager	58	577
Middle manager	48	653
Junior manager	50	107
Size of organisation (number of employees)		
Less than 100	69	124
Between 100 and 250	64	115
More than 250	51	1202

Managers are more likely to feel the values practised by 'management' reflect those espoused by the organisation if they are more senior and if they work in a small as opposed to large organisation.

One quarter of managers regard the collective sense of purpose in their organisation as weak, rising to nearly one third in the public sector

Percentage of managers who feel that the collective sense of purpose in their organisation is weak or very weak		
Sector	Percentage	Base size (n)
Private Services	23	616
Production and Manufacturing	28	182
Not-for-profit	9	148
Public	30	495
Overall	25	1441

As for congruence in values, managers in the not-for-profit sector are more likely to be positive about the collective sense of purpose in their organisation, with less than one in ten regarding it as weak. By comparison, nearly one-third of managers in the public sector regard the sense of collective purpose in their organisation as weak or very weak.



More senior managers are more likely to perceive a common sense of purpose in their organisation.

5. Organisational culture



Summary

Nearly one half (47 per cent) of managers characterised their organisation's culture as 'high challenge, low support'. The explanations given for this ranged from an imbalance between demands and resources, a lack of senior management support for agreed projects and priorities, a blame culture and work pressure effectively being passed down the line without adequate support being provided to offset it. The implications of this are clear when we consider the impact on 'intention to leave'. 61 per cent of managers rating their organisation's culture as 'high challenge, low support' reported that they intended to leave their organisation in the near future. For comparison, less than one-third (28 per cent) of managers working in organisations that they regarded as providing high levels of support as well as challenge expressed an intention to leave in the near future. This latter group spoke of supportive team environments, effective manager-direct report ratios, visible senior management, and clarity and understanding about the bigger strategic picture and their contribution to it.

It is interesting to note, when looking at differences by sector, the relatively poorer results for the Production and Manufacturing sector in terms of the provision of a supportive environment. 56 per cent of managers in this sector regarded their organisation's culture as 'high

challenge, low support' compared with 45 per cent in the private services sector and 52 per cent in the public sector. Whether this reflects the technical, task-orientation of many managers in this sector as opposed to more of a people-orientation is an interesting question, but a picture that would fit with other Roffey Park research¹. It is also worthy of note that the majority of managers in the public sector also regard their organisation's culture as 'high challenge, low support', no doubt reflecting the continued austerity drive and push for even greater efficiencies. A key question might be whether, in the absence of necessary support, managers in this sector are equipped to develop and implement the new ways of working required to meet efficiency targets? A final sectoral difference worthy of note is the relatively positive perceptions of organisational culture reported by managers in the not-for-profit sector. Less than one-third of managers (32 per cent) in this sector regarded their organisation's culture as 'high challenge, low support'. Whilst that sounds very positive, and is more positive compared with other sectors, twice as many managers in the sector rated their organisation's culture as 'low challenge, high support' when compared with managers in other sectors. There is some evidence that this lack

of challenge should be of concern, with 42 per cent of managers in this category stating that they intend to leave their organisation in the near future.

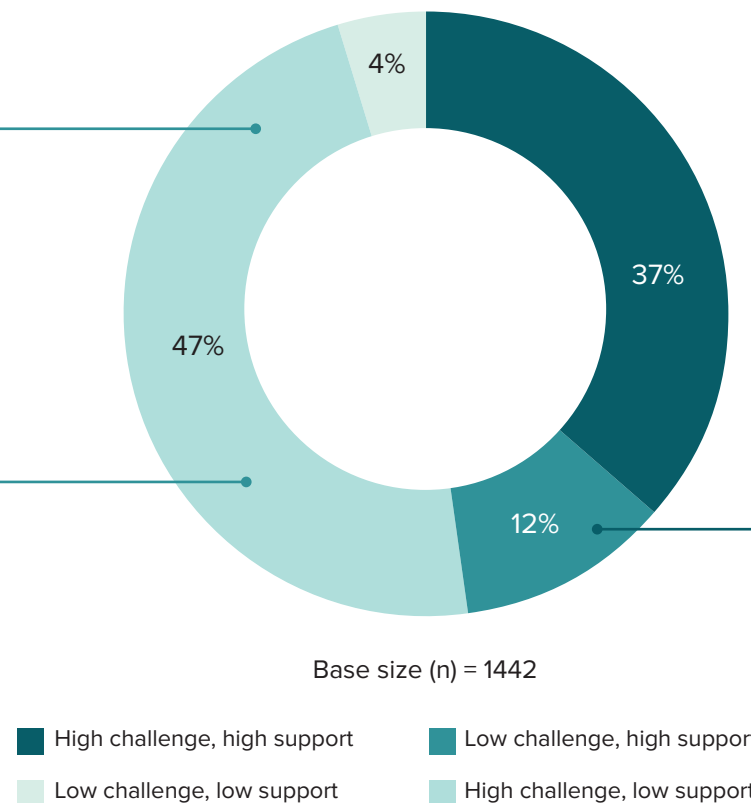
There are also differences by level of seniority. Board directors are more likely to rate their organisation's culture as 'high challenge, high support', and least likely to regard it as 'high challenge, low support'. The relationship with seniority is not linear, however, with middle managers appearing to perceive an imbalance between demands and available support more acutely.

¹ Gifford J, Finney L (2011) 'The Expert as Leader'. Roffey Park.

More than half of managers regard their organisation's culture as 'low support'

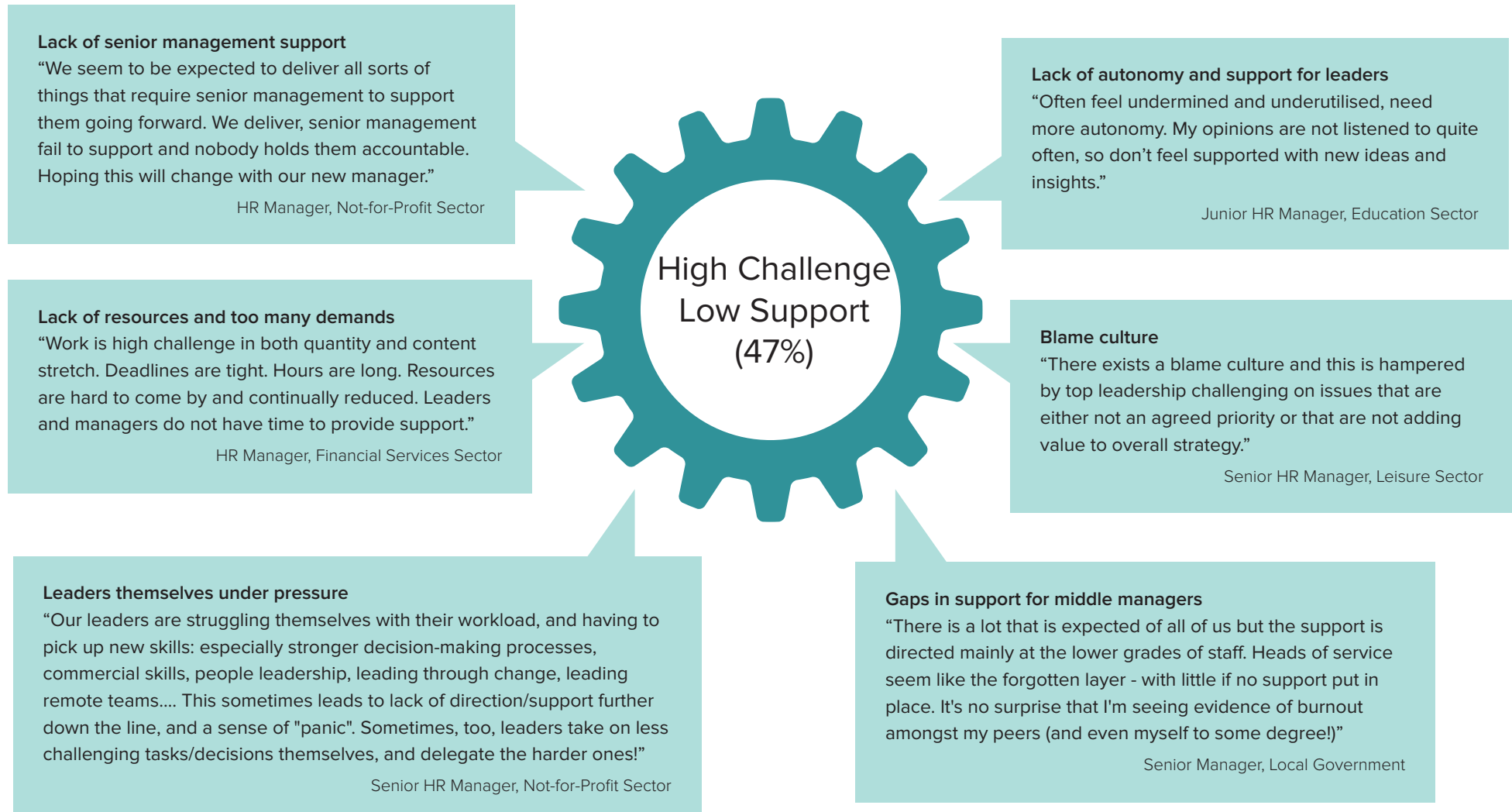
Whilst overall 47 per cent of managers regard their organisation's culture as 'high challenge, low support', this figure rises to 56 per cent in the production and manufacturing sector and 52 per cent in the public sector. Less than one-third (32 per cent) of managers in the not-for-profit sector consider their organisation's culture to be one of 'high challenge, low support'.

The percentage of managers regarding their organisation's culture as 'high challenge, low support' varies with seniority. More than half of middle managers (53 per cent) felt that their organisation's culture was one of 'high challenge, low support' compared with 44 per cent of junior managers and 30 per cent of board directors.



More than double the proportion of managers (23 per cent) in the not-for-profit sector regarded their organisation's culture as 'low challenge, high support' when compared with managers in other sectors (9 per cent of managers in the public sector and 11 per cent in the private sector felt that their organisation's culture was one of low challenge and high support).

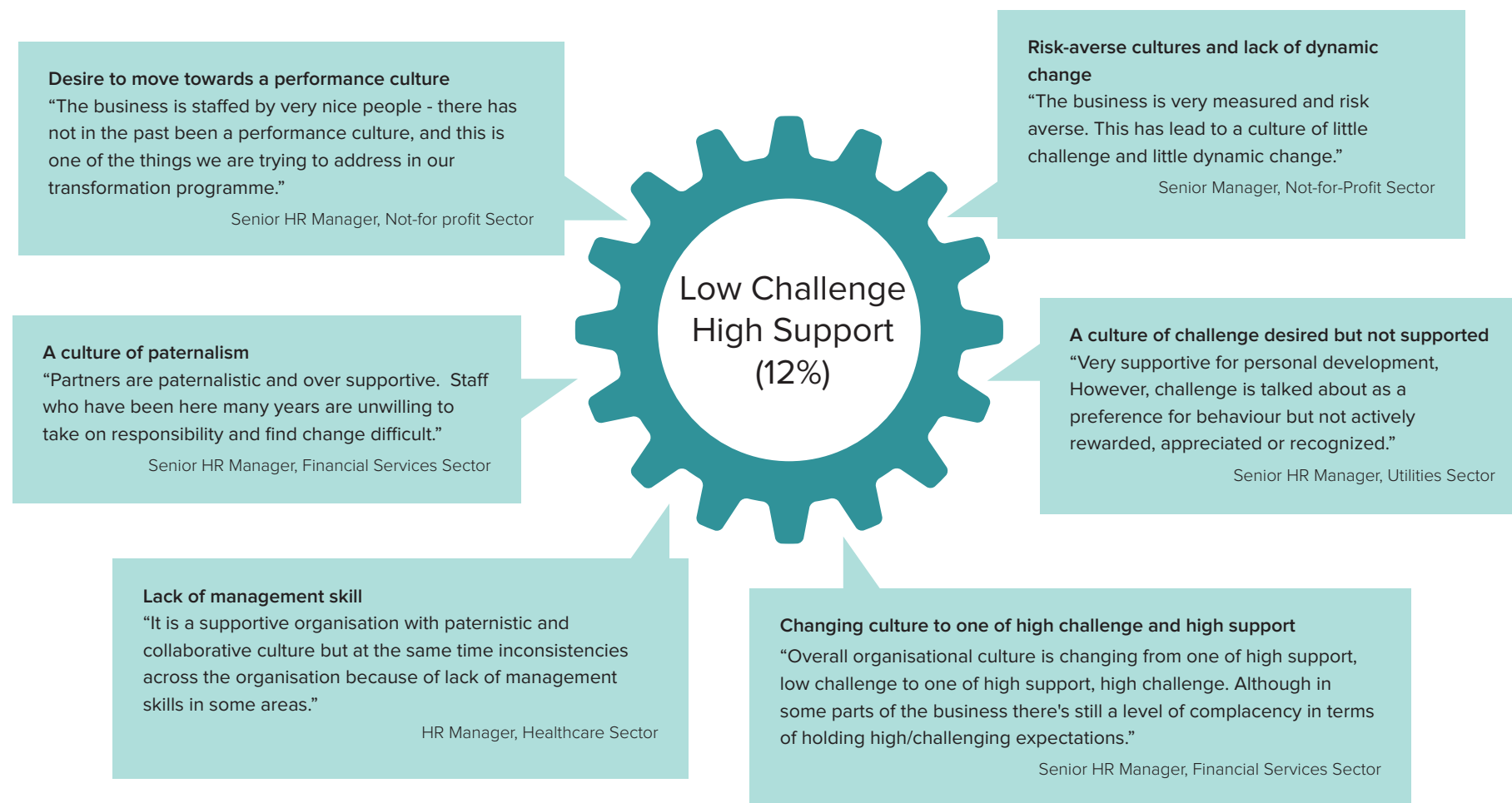
Nearly half of managers operate in 'high challenge, low support' cultures



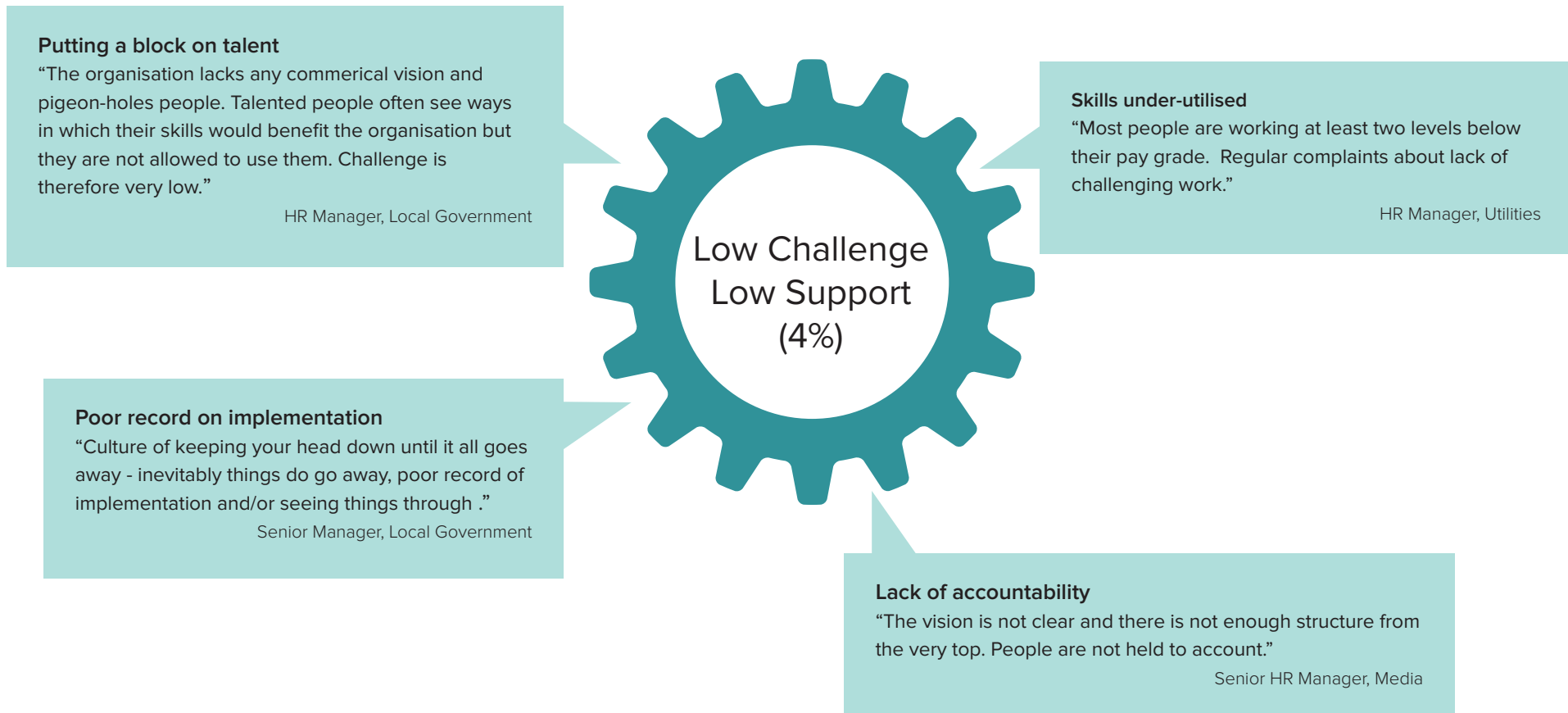
Just under two-fifths of managers see their organisation as a 'high challenge, high support' culture



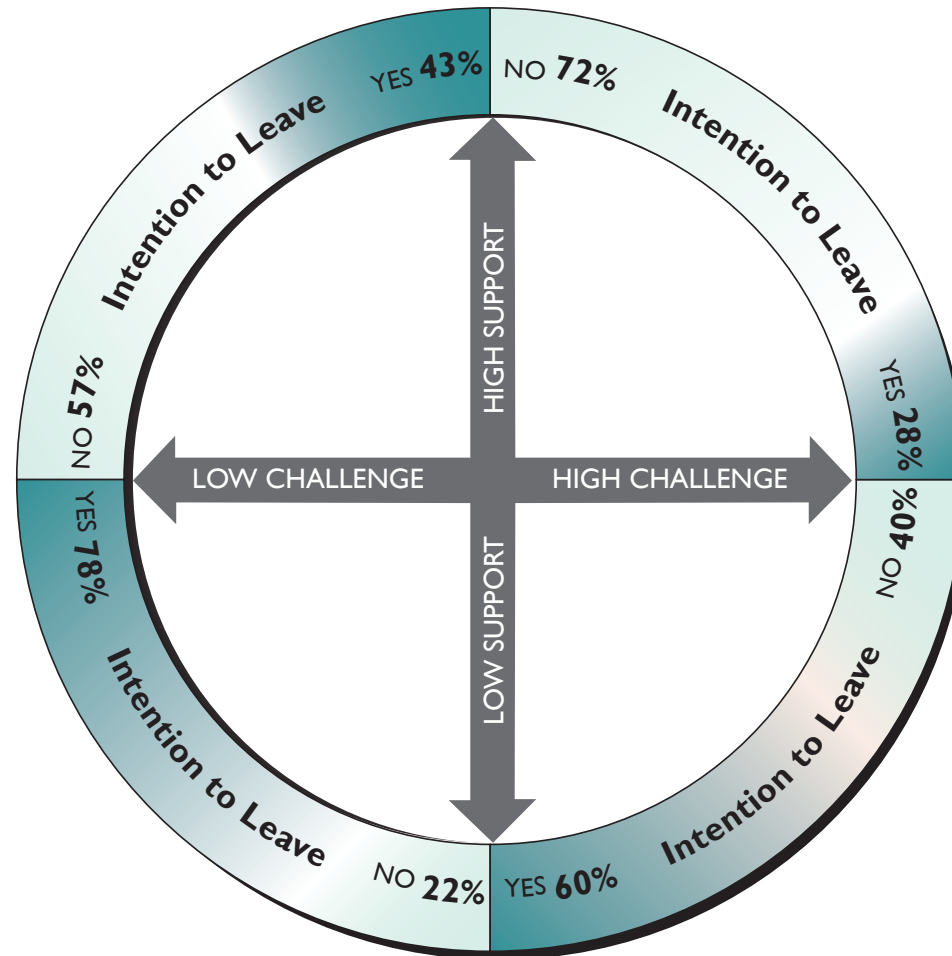
One in nine managers work in 'low challenge, high support' work environments



Nearly one in twenty managers work in 'low challenge, low support' work environments



Managers working in 'low support' cultures are more likely to leave their organisation



Base size (n) = high challenge, high support: 520; low challenge, high support: 166; high challenge, low support: 678 and low challenge, low support: 64

6. Ethics



Summary

Nearly half (49 per cent) of the managers surveyed report having observed misconduct in their organisation. This is potentially of concern, even more so when we consider that nearly one-third (32 per cent) chose not to report the observed misconduct, often, it seems, because they thought corrective action would not be taken or they did not wish to get involved (even more worryingly, one quarter of managers feared that action would be taken against them if they reported misconduct). There appears, perhaps not surprisingly, to be a seniority effect, with senior managers being more likely to say that they have both observed, and reported, misconduct.

The extent to which leaders, and the organisations they work for, are encouraging an ethical climate or facilitating an awareness of ethical issues is worth exploring, particularly since our research indicates that managers who observe misconduct are more likely to express an intention to leave their organisation. 53 per cent of managers who had observed misconduct in their organisation expressed an intention to leave their organisation in the near future. The comparative figure for managers who had not observed such misconduct was 41 per cent.

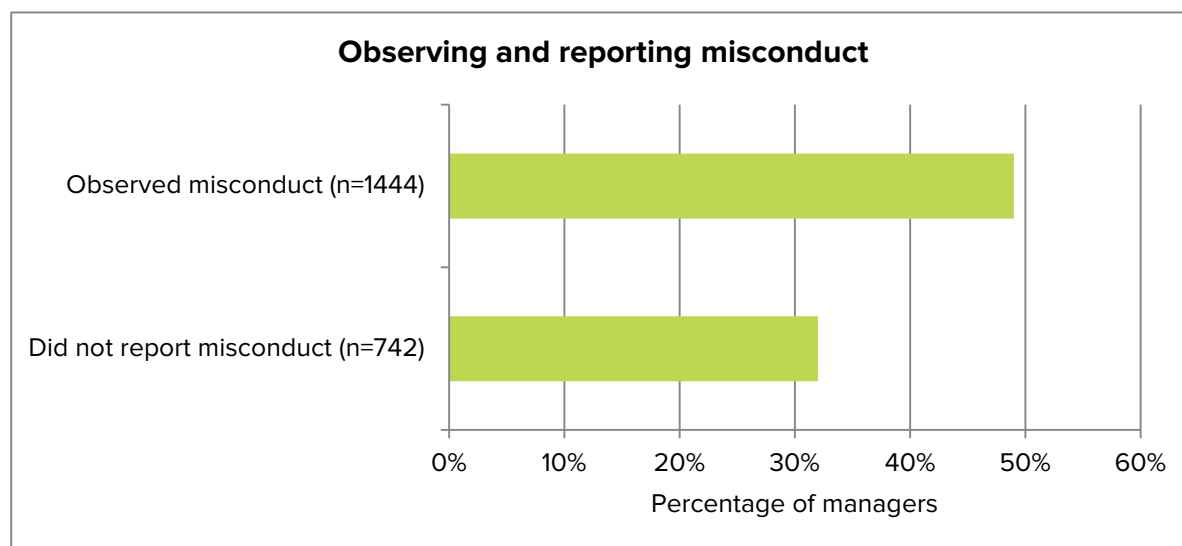
Overall, there is evidence that the vast majority of organisations are putting systems and processes in place to encourage greater ethical awareness and facilitate reporting of misconduct. However, there is evidence that organisations could be doing more in this regard, particularly when overall figures are broken down by sector. For example, whilst 56 per cent of managers overall report that their organisations provide training on ethics, the comparative figure in the not-for-profit sector is 37 per cent and the public sector 47 per cent. Whilst these comparatively low figures may reflect the incorporation of ethics into the standards of professions represented in these sectors, it could also indicate that there is room for a greater focus on these issues.

We asked managers to rate their line manager according to a construct of ethical leadership comprising six dimensions¹: fairness; power sharing; role clarification; people orientation; integrity; and ethical guidance. More than half the managers surveyed rated their line managers positively on each of the six dimensions.

However, this was only marginally the case with respect to 'fairness'. 'Fairness' was the dimension out of the six that was least likely to be rated positively. 37 per cent of managers agreed that their line manager was 'focussed mainly on his or her own goals', and 21 per cent agreed with the statement that their manager 'holds me accountable for problems over which I have no control'. With fairness a central issue in the workplace, and trust a subject of future study at Roffey Park, this result makes interesting reading. The importance of ethical leadership is reinforced by the finding that managers regarding ethical leadership as somewhat lacking were more likely to express an intention to leave their organisation.

1 Kalshoven K (2010) 'Ethical leadership: through the eyes of employees'. University of Amsterdam.

Whilst nearly one half of managers observe misconduct, one-third of these managers chose not to report it



Reasons for not reporting an observing misconduct:

- 51% did not believe corrective action would be taken
- 37% did not want to get involved
- 25% feared that action would be taken against them
- 8% were not aware of any procedure for reporting misconduct

Base size (n) = 126

Note: Percentages do not add up to 100 as respondents could provide more than one answer

Percentage of managers observing and reporting misconduct			
	Public Sector % (n)	Private Sector % (n)	Not-for-profit sector % (n)
Observing misconduct	54 (496)	45 (800)	53 (148)
Reporting misconduct	69 (279)	66 (383)	73 (80)

Numbers in brackets are the total number of responses to each item

Note: The 'reporting misconduct' percentages show the percentage of managers that observed misconduct who went on to report it. For example, 54 per cent of managers in the public sector observed misconduct. Of those public sector managers who observed misconduct, 69 per cent went on to report it.

Managers in the public and not-for-profit sectors are both more likely to observe and report misconduct when compared with managers in the private sector. Having said that, across all sectors, between roughly one quarter and one third of managers chose not to report instances of misconduct.

Managers in more senior roles are more likely to say that they have both observed, and reported, misconduct

43% of Junior Managers observed misconduct

Base size (n) = 107

57% of these managers reported misconduct

Base size (n) = 49

43% of Junior Managers who observed misconduct chose not to report it

47% of Middle Managers observed misconduct

Base size (n) = 656

65% of these managers reported misconduct

Base size (n) = 329

35% of Middle Managers who observed misconduct chose not to report it

52% of other Director/Senior Managers observed misconduct

Base size (n) = 577

70% of these managers reported misconduct

Base size (n) = 310

30% of other Director/Senior Managers who observed misconduct chose not to report it

51% of Board Directors observed misconduct

Base size (n) = 104

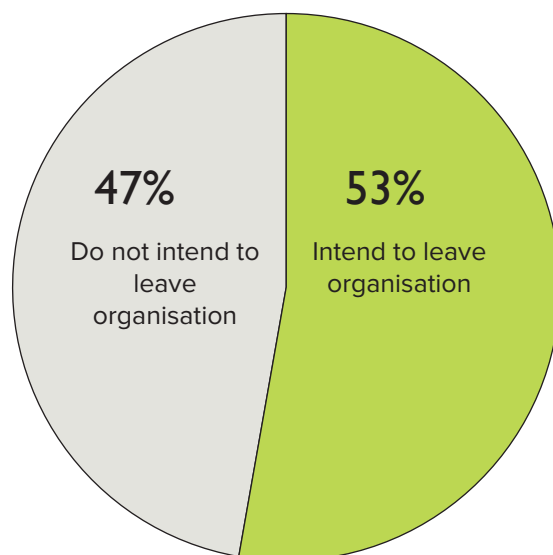
83% of these managers reported misconduct

Base size (n) = 54

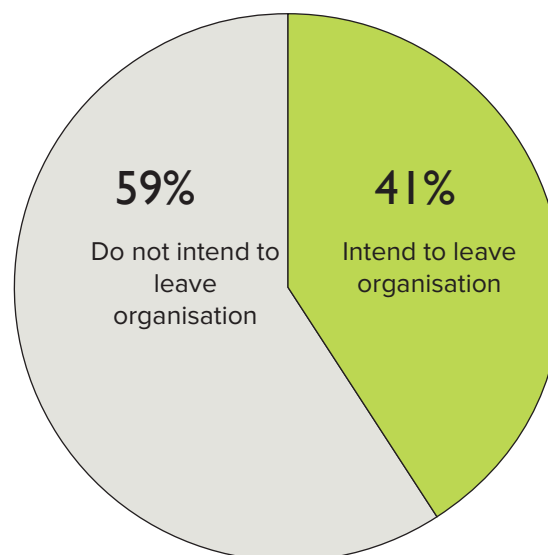
17% of Board Directors who observed misconduct chose not to report it

The importance of establishing and maintaining an ethical climate is highlighted by managers who have observed misconduct being more likely to say that they intend to leave the organisation in the near future.

Managers who have
observed misconduct (n=704)



Managers who have not
observed misconduct (n=740)



Managers report that their organisations are making efforts to support an ethical climate, but there is evidence to suggest they could do more

Managers reporting that their organisation has...	Overall % (n)	Public Sector % (n)	Not for profit % (n)	Private services % (n)	Production and manufacturing % (n)
A written code of conduct and standards	81 (1431)	80 (493)	72 (148)	82 (609)	91 (181)
Training on ethics available to employees	56 (1421)	47 (488)	37 (147)	62 (605)	73 (181)
Advice on ethical issues	68 (1415)	59 (486)	55 (145)	74 (604)	78 (180)
A system for confidential reporting	82 (1416)	81 (485)	75 (147)	82 (604)	87 (180)

Numbers in brackets are the total number of responses to each item

Whilst it appears that the vast majority of managers are aware of policies and processes relating to ethical conduct at work, there appears to be less of a focus on raising awareness of ethical issues and prompting reflection around the ethical questions raised by situations at work through training and development. It may be that organisations need to address ethics and ethical decision-making at a cultural and behavioural level rather than a procedural one if they are to avoid the kind of corporate ethics scandals that have dominated newspaper headlines in recent times.

Managers, on the whole, rate their own manager as 'ethical', although there is room for improvement particularly with respect to fairness

We asked managers to rate their line manager according to a construct of ethical leadership comprising six dimensions². Each dimension comprised two questionnaire items. The level of (dis)agreement with each of the six dimensions and their corresponding items is shown below. To note, items for five of the six dimensions are positive statements. The exception to this is the fairness dimension for which items are negative statements. Disagreeing with these statements is therefore to be interpreted positively.

Dimension	Items	Dimension	Items	Items	Dimension
		Disagree (%)	Disagree(%)	Agree(%)	Agree(%)
People orientation	Is interested in how I feel and how I am doing (n=1481)	16	13	74	65
	Is genuinely concerned about my personal development (n=1478)		19	57	
Fairness	Holds me accountable for problems over which I have no control (n=1470)	50	59	21	29
	Is focussed mainly on reaching his/her own goals (n=1475)		42	37	
Power sharing	Allows subordinates to influence critical decisions (n=1470)	17	18	64	66
	Delegates challenging responsibilities to subordinates (n=1472)		16	67	
Ethical guidance	Explains what is expected from employees in terms of behaving with integrity (n=1471)	16	15	64	58
	Clarifies the likely consequences of unethical behaviour by myself and colleagues (n=1476)		16	53	
Role clarification	Explains what is expected of me and my colleagues (n=1476)	17	15	64	62
	Clarifies priorities (n=1476)		20	60	
Integrity	Keeps his/her promises (n=1470)	14	14	65	66
	Can be trusted to do the things he/she says (n=1473)		15	67	

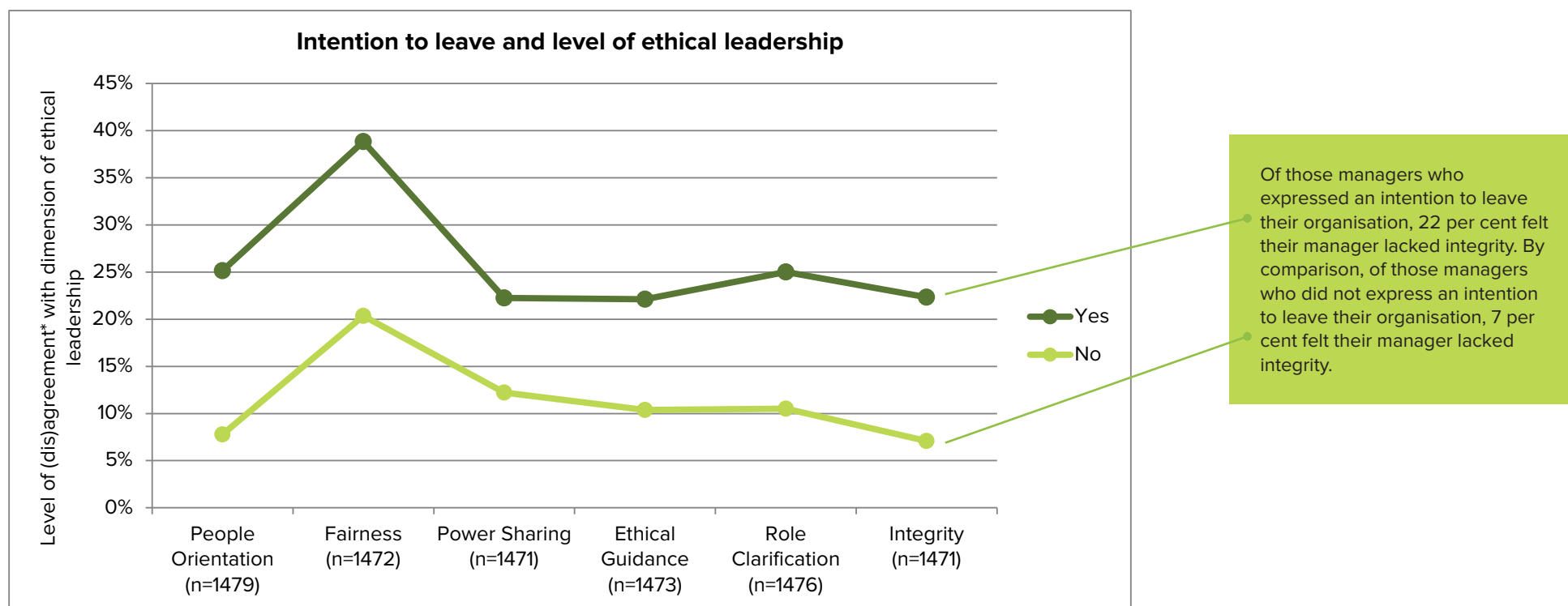
The majority of managers surveyed rated their line manager positively across the six dimensions of ethical leadership

'Fairness' was the least positively rated dimension of ethical leadership. One-fifth of managers reported that their manager held them accountable for problems over which they had no control. Nearly two-fifths felt their manager was focussed mainly on their own goals.

Numbers in brackets are the total number of responses to each item

² Kalshoven K (2010) 'Ethical leadership: through the eyes of employees'. University of Amsterdam. People orientation – displaying care about, and respecting and supporting 'followers'; Fairness – the treatment of others in a way that is right and equal, and the making of choices which are principled and fair; Power sharing – enabling 'followers' to have a say in decision-making, making space to listen to their ideas and concerns; Ethical guidance – promotion and recognition of ethical conduct. Role clarification – clarity concerning expectations, responsibilities and performance goals; Integrity – consistency of words and acts, and the keeping of promises;

Managers who perceive their manager as less 'ethical' are more likely to report an intention to leave



Numbers in brackets are the **average** number of responses to each dimension

* The chart shows level of disagreement with the positive items for five of the six dimensions. For the fairness dimension, the percentages shown are levels of agreement with the negative items that comprise this dimension.

7. Innovation



Summary

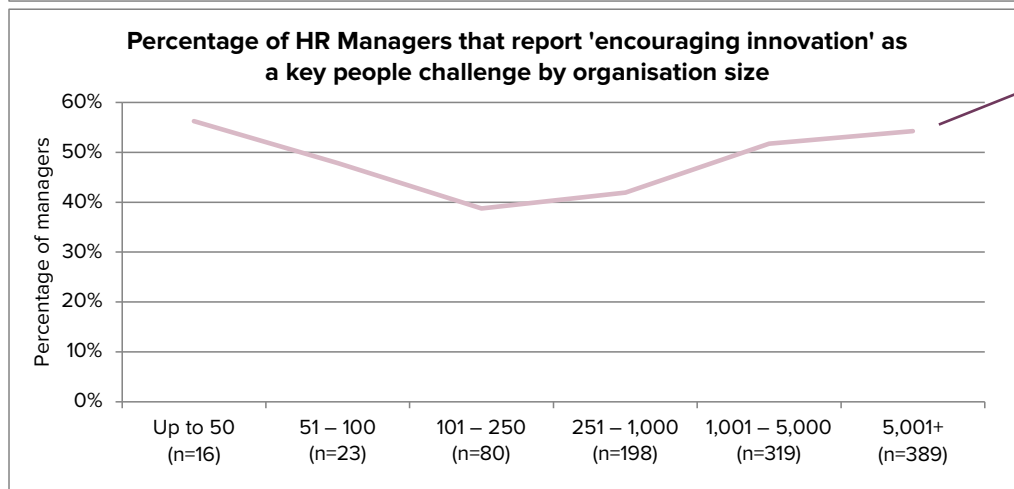
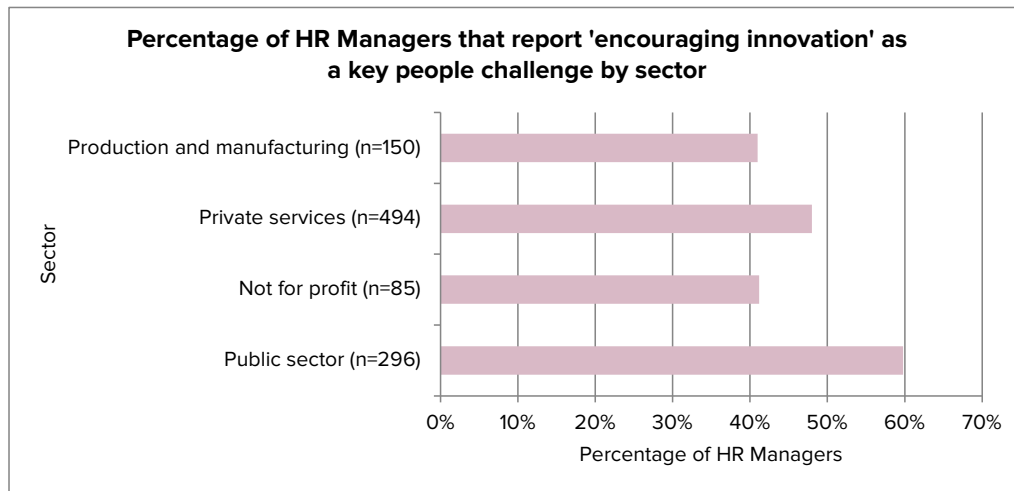
Overall, one half of HR managers surveyed report that 'encouraging innovation' is a main people challenge. Our research suggests that whilst there is some variation by sector on this issue, it is an issue that resonates across sectors. Perhaps reflecting the increased focus in the public sector on driving efficiency coupled with arguably less of a tradition of innovation, a greater proportion of HR managers in the public sector (61 per cent) rated innovation as a key people challenge when compared with other sectors (48 per cent in the private services sector; 41 per cent in both the production and manufacturing, and not-for-profit sectors). A number of HR managers we spoke with highlighted a tension in their organisation between a focus on compliance and a desire for greater innovation, and questioned the extent to which their HR processes supported greater innovation.

There are signs that widespread recognition of this challenge is not being matched in terms of action on the ground. Certainly, the views of managers on how their organisation supports innovation are, on the whole, less than positive. Nearly two-thirds of managers (62 per cent) disagreed that 'time and space is made available for thinking creatively'; more than half (53 per cent) disagreed that the culture of their organisation 'encourages risk taking and innovation'; and just over two-fifths (41 per cent) did not agree with the statement that the 'behaviour of senior leaders supports creativity and innovation'.

So, what is HR doing to address this disparity? From the evidence, it appears that HR managers are placing their hopes for greater innovation on actively developing leadership capabilities within their organisation. Nearly

three-quarters (73 per cent) of HR managers report leadership development as a key HR strategy used to support innovation in their organisation. In comparison, one half (51 per cent) reported the development of a learning culture and roughly two-fifths (39 per cent) referred to team development as a strategy to support innovation. An interesting question is the extent to which organisations' leadership development efforts are really targeting the capabilities needed for greater innovation as opposed to developing leadership more generally in the hope that this will translate into improved innovation capability in the organisation.

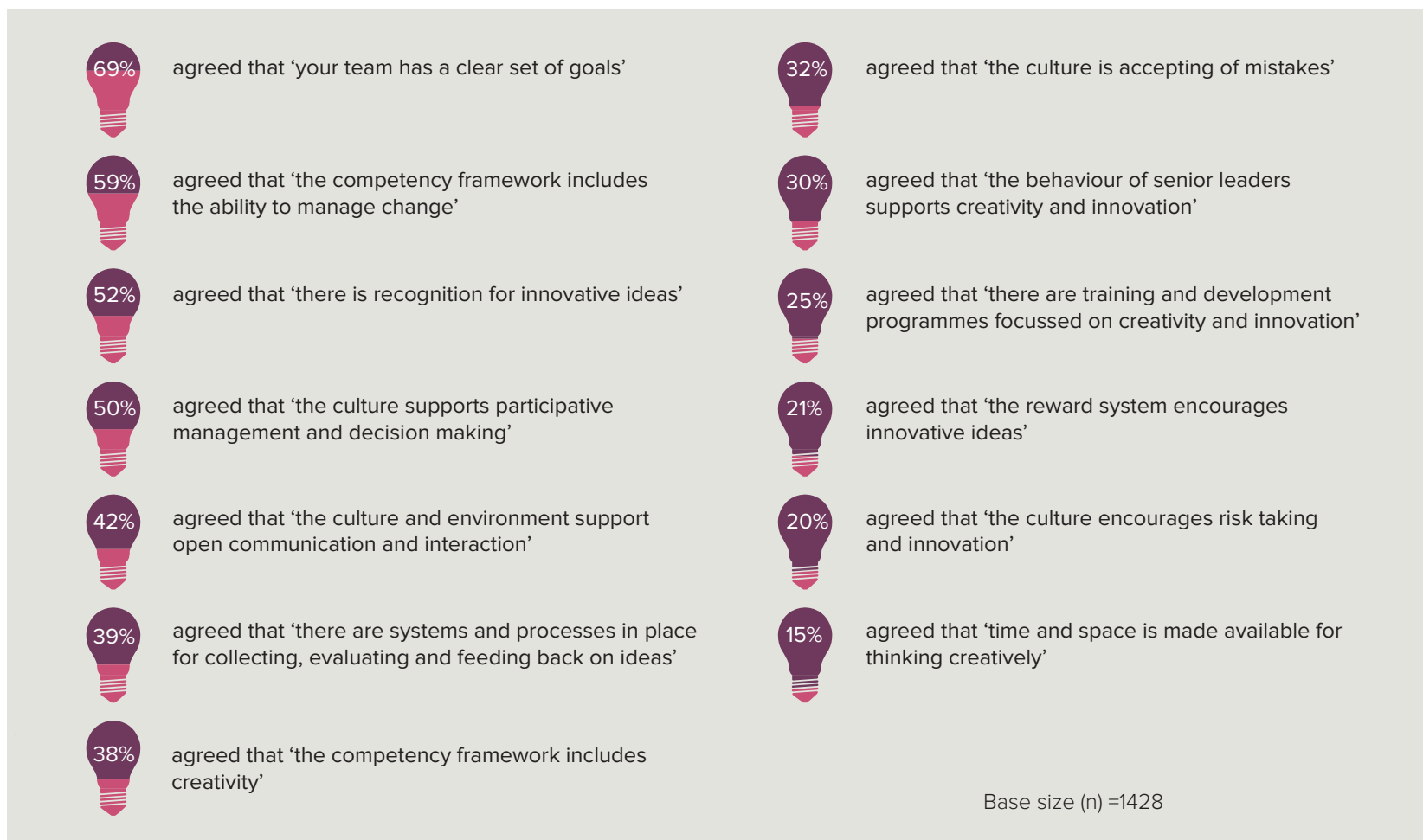
50 per cent of HR managers report 'encouraging innovation' as a key people challenge, rising to 60 per cent in the public sector



The U-shaped relationship between organisational size and innovation may be explained by the greater flexibility of smaller firms and the increased resources of larger firms. Mid-sized firms may be in a difficult middle ground as far as innovation is concerned, having neither the resources of larger organisations nor the agility of smaller ones.

Numbers in brackets are the total number of respondents

Yet managers are, on the whole, less than positive about aspects of the innovation climate in their organisations.



Innovation climate less positive in the public sector

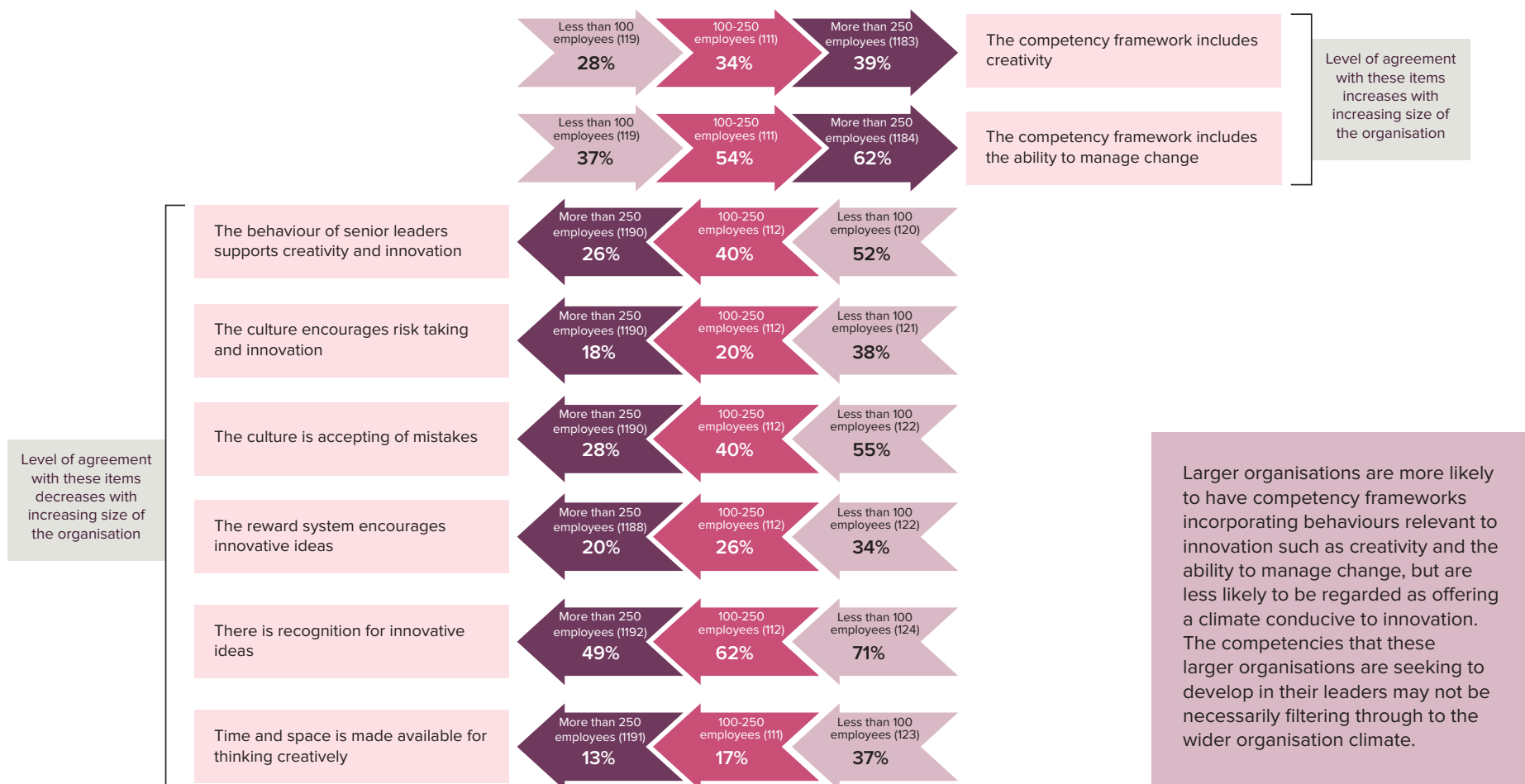
The table shows the percentage of managers that agree with each of the statements. Rows in grey highlight differences between manager views in the public sector compared with other sectors.

	Public Sector % (n)	Not for Profit % (n)	Private Sector % (n)
There is recognition for innovative ideas	46 (495)	58 (147)	55 (786)
The reward system encourages innovative ideas	15 (492)	16 (147)	26 (783)
The behaviour of senior leaders supports creativity and innovation	22 (493)	38 (146)	33 (783)
There are training and development programmes focussed on creativity and innovation	25 (494)	20 (146)	26 (782)
The culture encourages risk taking and innovation	13 (495)	25 (146)	23 (782)
Time and space is made available for thinking creatively	11 (494)	21 (147)	17 (784)
The culture and environment support open communication and interaction	32 (494)	51 (147)	47 (780)
The culture is accepting of mistakes	23 (495)	43 (145)	35 (784)
There are systems and processes in place for collecting, evaluating and feeding back on ideas	37 (492)	37 (146)	41 (779)
The competency framework includes creativity	33 (491)	32 (147)	42 (775)
The competency framework includes the ability to manage change	62 (490)	55 (147)	58 (777)
The culture supports participative management and decision making	41 (493)	57 (147)	54 (781)
Your team has a clear set of goals	68 (493)	76 (146)	68 (782)

Note: numbers in the bracket are the total number of responses to each item.

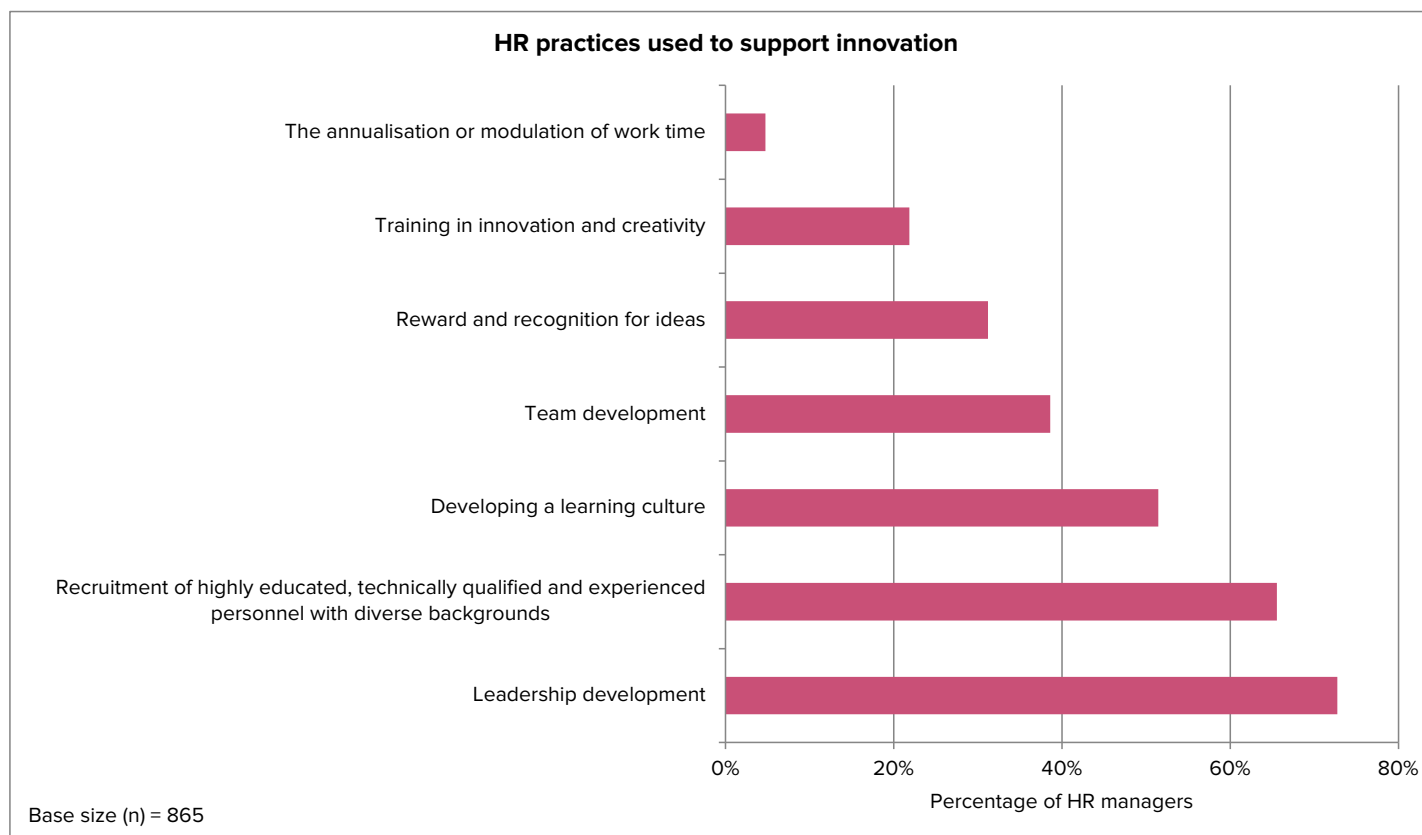
Percentages show managers that agree or strongly agree.

Larger organisations may face the challenge of building a 'critical mass' of innovative leaders



Numbers in the bracket are the total number of responses to each item.

More than three quarters of HR managers report leadership development as a key strategy for encouraging greater innovation



Percentages add up to more than 100 as respondents could provide more than one answer

HR Managers report appointing innovation leaders and developing a more enabling and open style of leadership

"We've appointed a Senior Innovation Leader, who reports directly to the President, via our international groups, so that's one thing we've done and he's creating a team to help run innovation processes."

OD Manager, Media Sector

Leadership and culture change focused on enhancing risk-taking

"To be a good researcher, you have to come up with a novel question that you are seeking to answer. To be a good researcher, you have to be able to innovate, to think creatively. But if you are brought up through this standard structure anywhere in the world, everybody works to the professor. So you're following their ideas, what they want to do. Then all of a sudden you're meant to make that leap. How do we get people to get out of that structural, academic way of thinking and start thinking more creatively, more innovatively about what they do. ... it links to this Pathway to Independence (a Leadership Development programme). So you're not just making this leap when you're going from a postdoc to a team leader, but all the time that you're being developed, through your PhD and your postdoctoral years, so actually the leadership provided by the research team leader is enabling and encouraging you to be innovative."

HR Director, Not-for-profit Sector

Recruitment of personnel dedicated to innovation

"I think, the longer-term aim would be that we have to encourage greater risk-taking, calculated risk-taking, which is not, necessarily, in our culture just now...we've got a culture change programme going on in our business, which we're using division by division and part of that culture change programme is looking at leadership attitudes and you get into risk via that programme, but we recognise that's a slow-burn; it's not something you can literally go and flick a switch in people. That needs a collective momentum. So, it needs a whole load of leaders who are getting gradually awakened to leading in a different way and being more open. So in one of our business divisions, we've got to a critical mass of that programme and we can see that it's started to have an impact."

OD Manager, Private Sector

Developing enabling leadership

8. Leadership



Summary

Our research explored perceptions of both ‘distant’ and ‘nearby’ leadership. There appears room for improvement on both counts. Overall, one fifth of managers surveyed rated strategic leadership in their organisation as poor. This overall figure masked some interesting differences between sectors, with the public sector faring worst. 27 per cent of managers in the public sector regarded distant leadership¹ in their organisation as poor, compared with just 15 per cent in the not-for-profit sector.

Managers were, on the whole, more positive about the leadership skills of their line manager with just under two-thirds (64 per cent) rating their leadership skills as ‘good’ or ‘very good’. That does still leave more than one-third of managers less than impressed with their line managers’ leadership skills. We explored with managers through in-depth interviews what, for them, constituted ‘good’ leadership. The answers seem to revolve around five key themes:

- A clear vision and strategy
- Being approachable, supportive and trusting
- An empowering style
- Excellent communication skills, including the ability to listen well
- Possessing credibility both in the eyes of direct reports and the wider organisation

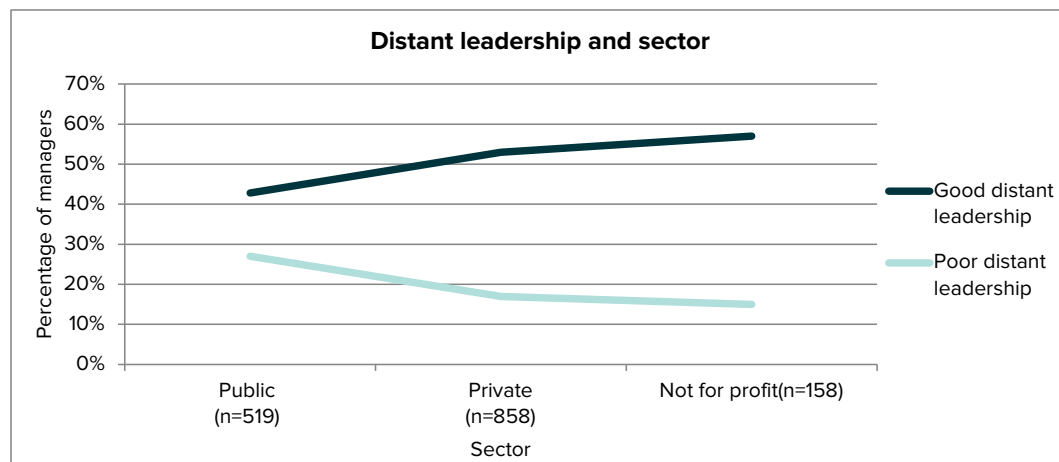
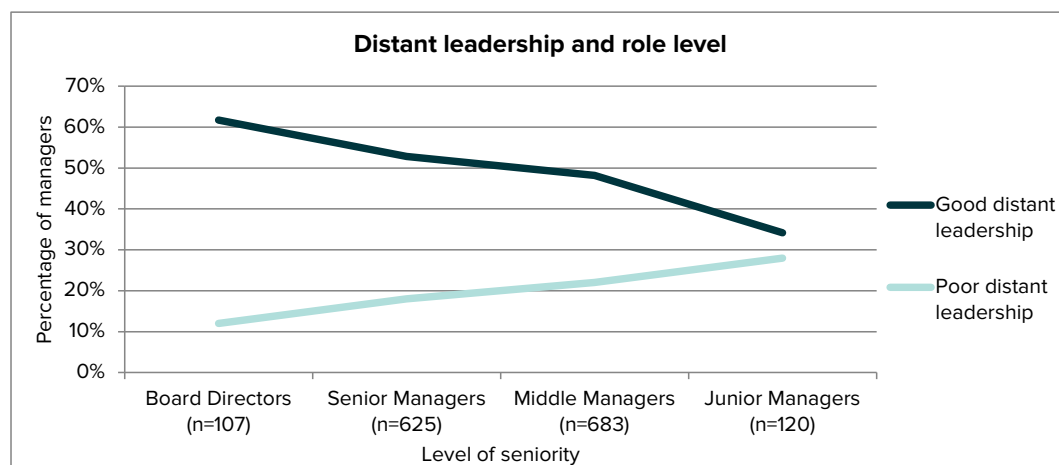
With managing change dominating the HR agenda, it is perhaps not surprising to see this theme reflected in the challenges reported by managers more broadly. The focus on efficiency and doing more with less (apparent from the views of HR managers) is also evident, with managers seemingly faced with the challenge of managing both heavy workloads and change whilst at the same time feeling the pressure to maintain staff morale and engagement. The other main theme to emerge is that of politics and influence, with 21 per cent of managers reporting that influencing upwards and dealing with organisational politics were key challenges. 18 per cent reported balancing diverse stakeholder interests and influencing without authority as key challenges.

The importance of being able to exert influence in the organisation appears to be on the minds of our managers. Indeed, it emerges as one of the top development needs as identified by managers themselves. In our interviews with managers, we asked why influence was such a key development need and answers focused on the need to work across boundaries, be they functional, organisational or cultural. Roffey Park’s forthcoming research ‘Living within a Matrix’, will explore this theme further.

How does HR see the development needs of leaders in their organisation? And what is it doing to help leaders cope with the dual challenge of doing more with less whilst engaging staff? HR managers we spoke with talked about encouraging a more open, engaging style of leadership designed to encourage greater autonomy and innovation amongst staff. They also talked about spreading core leadership behaviours throughout their organisations, and not allowing leadership development to become the preserve of those at the top of the organisation. For them, developing a critical mass of leaders with the right style was a key lever in changing the existing culture of their organisation.

¹ Based on the work of Beverly Alimo-Metcalfe, we defined distant leadership as concerning responsibility for the organisation’s vision and mission, culture, and strategy with a view to achieving organisation aims. Alimo-Metcalfe B, Alban-Metcalfe J (2005) ‘Leadership: Time for a new direction’, Leadership 1:51.

One fifth of managers overall rate 'distant' leadership as poor, rising to more than one quarter of junior managers



Our research found clear relationships between manager perceptions of distant leadership and both industrial sector and role level. 12 per cent of Board Directors regarded distant leadership in their organisation as poor compared with 27 per cent of Junior Managers. 27 per cent of managers in the public sector regarded distant leadership in their organisation as poor compared with 18 per cent in the private sector and 15 per cent in the not-for-profit sector.

Numbers in the bracket are the total number of responses to each item
Percentages shown are for managers rating distant leadership as 'good' or 'very good', 'poor' or 'very poor'

‘Nearby’ leadership was rated more positively, with two-thirds of managers rating the leadership skills of their line manager as ‘good’ or ‘very good’

Overall, how would you rate the leadership skills of your line manager?					
Role Level (n)	Very good (%)	Good (%)	Neither good nor bad (%)	Bad (%)	Very bad (%)
Board Director (91)	33	39	13	12	3
Other Director/Senior Manager (620)	27	37	24	10	2
Middle Manager (685)	26	39	21	9	4
Junior Manager (121)	21	41	28	7	4
Sector (n)					
Public Sector (516)	26	35	27	9	4
Private Sector (157)	33	37	25	5	1
Not-for-profit Sector (844)	26	41	20	10	3

Numbers in the bracket are the total number of responses to each item

Roughly two-thirds of managers rated the leadership skills of their line manager as ‘good’ or ‘very good’. That leaves one-third less than impressed (one in ten actually rate the leadership skills of their line manager as bad or very bad). Directors are slightly more likely to perceive their line manager’s leadership as ‘good’ or ‘very good’ (72 per cent) compared to junior managers (62 per cent). Perceptions of line managers’ leadership are more positive in private and not for profit organisations (67 per cent and 70 per cent ‘good’ or ‘very good’ respectively) compared to in the public sector (61 per cent).

What do followers want?

What does very good and very poor line manager leadership look like?

When asked what 'good' looked like, responses seemed to fit into five themes: a clear vision and strategy; approachable, supportive and trusting; empowering; excellent communication skills including, crucially, the ability to listen well; and possessing credibility both in the eyes of their reports and in the wider organisation. For those that were less than impressed, it seems the absence of one or more of the above qualities underlies the assessment. Managers who rated the leadership skills of their line manager negatively spoke of a lack of strategic direction, a lack of trust, poor general management (around poor communication and coordination) skills or lack of credibility within the wider organisation.

Two very different experiences

So what does it feel like to be a junior manager in the public sector being poorly led?

"Staff feel undervalued, lack of incentive, lack of morale, confused direction."

"My line manager has little contact with me, does not communicate any vision or pass comment on what I do."

"My line manager is disconnected, very interested in politics and own interests."

Compared to being a Director in a not for profit organisation being well led?

"Energetic, committed, clear line of sight between organisational goals and our team goals, genuinely interested in her team, very bright and articulate, courageous, hard working, generous and not self-centred."

"Very interpersonally skilled; strong communicator of vision and strategic purpose, strong on delivery."

"My line manager role models values and behaviours needed to create strategic alliances internally and externally. I feel empowered to perform to raise HRs presence at the strategic table."

Managers report managing workload whilst maintaining staff morale and navigating organisational politics as key leadership challenges

What are the top three challenges you face as a leader or manager in your organisation?



Base size (n) = 1562

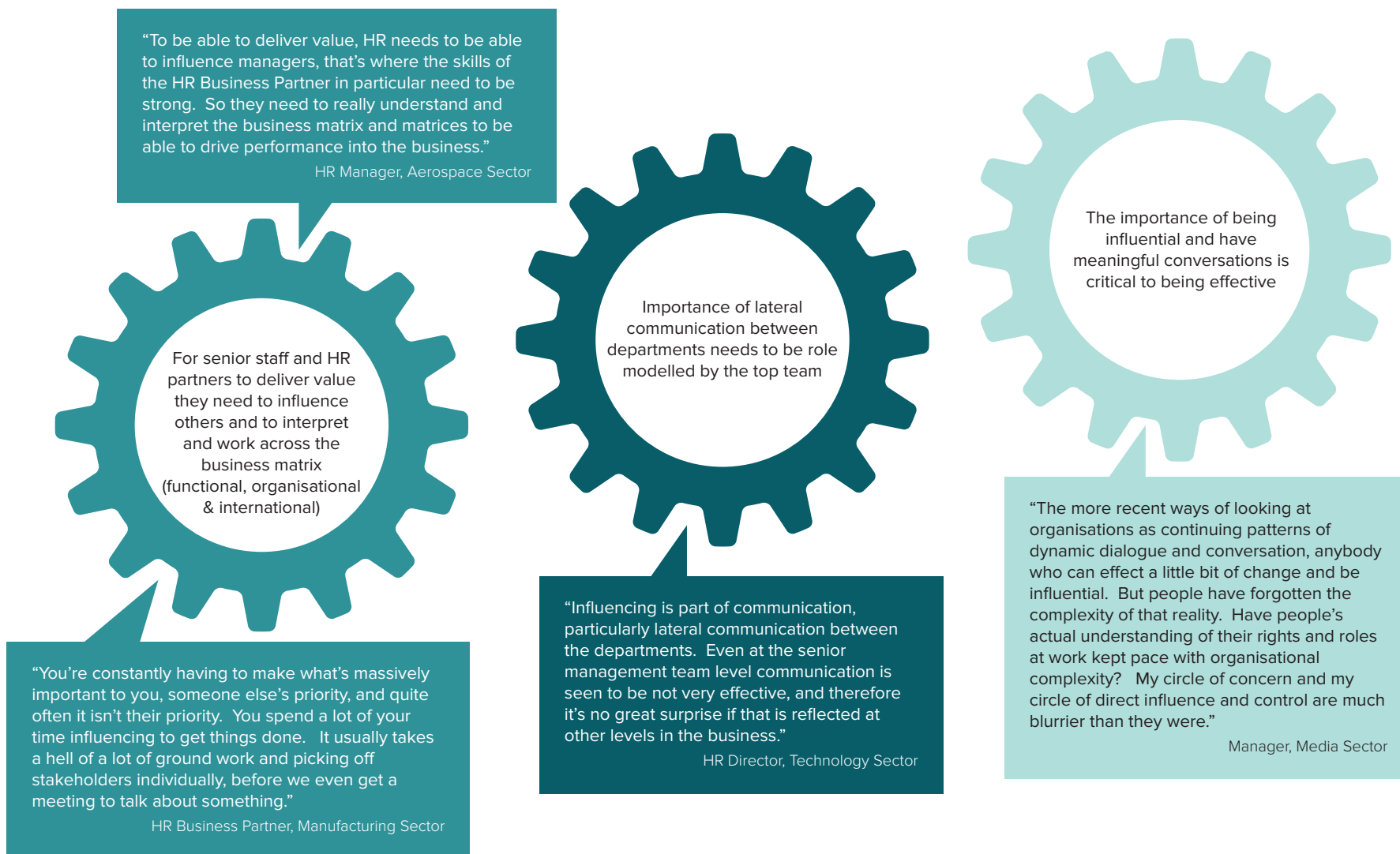
Percentages add up to more than 100 as respondents could provide more than one answer

Managers perceive key development needs around coaching skills, influence, managing change and politics



Base size (n) = 1047

Focus on influence may reflect increasing need to work across boundaries



HR managers report their organisations investing in coaching and developing a critical mass of leaders with the right style



"We've been trying to drive more joined up approaches to succession planning...A lot of our divisions have the prevailing mindset that I can only recruit similar people to the vacancies, so we don't have a culture of moving people into roles to stretch them...In the past if you needed someone who was a specialist in selling to TV companies then you would poach another specialist who sells to TV companies, now were encouraging them to take someone who sells in a different part of our business and fit them in to do it. It's about fostering increased internal movement."

HR Manager, Media Sector



"We do now have a lot more activity happening with coaching and the buy-in to the value of coaching is happening within the company. Coaching as and when they need it rather than shifting through courses and then they don't actually execute what they've learned."

Manager, Financial Services Sector

"That needs a collective momentum. So, it needs a whole load of leaders who are getting gradually awakened to leading in a different way and being more open. So, in any one of our business divisions, we've got a critical mass of that programme and we can see that it's started to have an impact."

HR Manager, Media Sector



"We have multiple teams across different European places with multiple reporting lines, which requires a high degree of sophistication around interpersonal skills, emotional intelligence, sense-making for individuals; all the core leadership abilities that we need to be starting to encourage to happen at a lower level of the organisation, rather than just the guys at the top."

HR Manager, Manufacturing Sector

9. Working in teams



Summary

Our evidence suggests a relative lack of concern with team development amongst managers, whether in or outside HR. For example, one-third (33 per cent) of HR managers regard developing teams as an important area of knowledge compared with the more than two thirds (67%) rating understanding of organisational design and development as key. It may well be that team development is considered by our respondents to be incorporated within this broader discipline. However, this possibility is somewhat challenged by the finding that only 6 per cent of HR managers regard building high performance teams as a pressing OD issue. There are also signs that managers more broadly do not feel that team development is a key concern. For instance, only 12 per cent of managers stated that 'developing effective teams' is one of the top 3 challenges they face as a leader. This may simply reflect a greater focus on other areas as opposed to a sense that teams are not important, but it may also reflect an undervaluing of the power of effective teams.

In his 2002 book, 'The Five Dysfunctions of a Team'¹ Patrick Lencioni identified the many pitfalls that can hamper effective teamwork. The five dysfunctions he identified were:

- Inattention to results – focus on status, ego and personal success before team success
- Avoidance of accountability – ducking the responsibility to challenge unproductive behaviours leading to low standards in the group
- Lack of commitment – feigning buy-in for group decisions leading to ambiguity in the organisation
- Fear of conflict – seeking artificial harmony over constructive debate
- Absence of trust – unwilling to be vulnerable within the group

¹ Patrick Lencioni (2002), 'The Five Dysfunctions of a Team'. Jossey-Bass.

Asking our survey respondents to consider teams they were part of but did not lead, it appears that teams are not as effective as they could be across each of the five dimensions. Absence of trust and avoidance of accountability emerge as key impediments to effective team working. By far the most negative response regarded managers' perceptions of how effectively unproductive behaviour in the group is challenged. Nearly three-fifths (58 per cent) of managers reported that team members rarely challenge the unproductive behaviour of others in the team.

It seems then, that on the one hand there is much room for improvement in the team performance, and on the other, a relative lack of focus on developing effective teams in support of improved organisational performance.

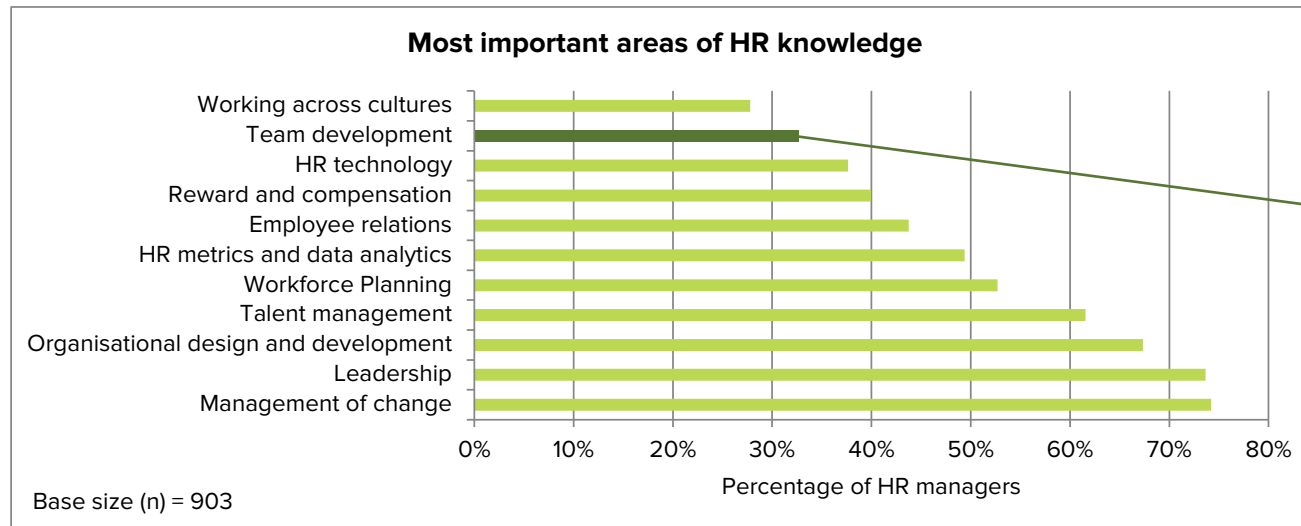
Nearly three-fifths of managers report that unproductive behaviours go unchallenged

Team Dysfunction	Questionnaire item	Usually (%)	Sometimes (%)	Rarely (%)
Inattention to results	Team morale is significantly affected by the failure to achieve team goals	27.7	55.1	17.2
	Members of the team are slow to seek credit for their own contributions and quick to point out those of others	19.0	57.0	24.0
	Sacrifices (e.g. budget, headcount) are made willingly for the good of the team	19.4	50.2	30.4
Avoidance of accountability	Team members call out each other's deficiencies and unproductive behaviours	8.4	33.9	57.8
	Members of the team are concerned about the prospect of letting down their peers	41.9	47.2	10.9
	Members of the team challenge one another about their plans and approaches	29.4	54.0	16.6
Lack of commitment	Team members know what other members are working on	46.4	41.4	12.2
	Team members are confident that peers are committed to the decisions that were agreed on in a meeting	36.3	51.9	11.8
	Team discussions end with clear and specific resolutions and calls to action	35.4	47.5	17.1
Fear of conflict	Members of the team are passionate and unguarded in their discussion of issues	32.9	47.3	19.8
	Team meetings are compelling and not boring	24.8	51.0	24.2
	Most important issues are discussed in team meetings	41.9	42.6	15.5
Absence of trust	Team members quickly and genuinely apologise to one another	38.6	44.2	17.2
	Team members know about one another's personal lives and are comfortable discussing them	24.5	48.1	27.4
	Team members openly admit their weaknesses and mistakes	19.6	45.5	34.9

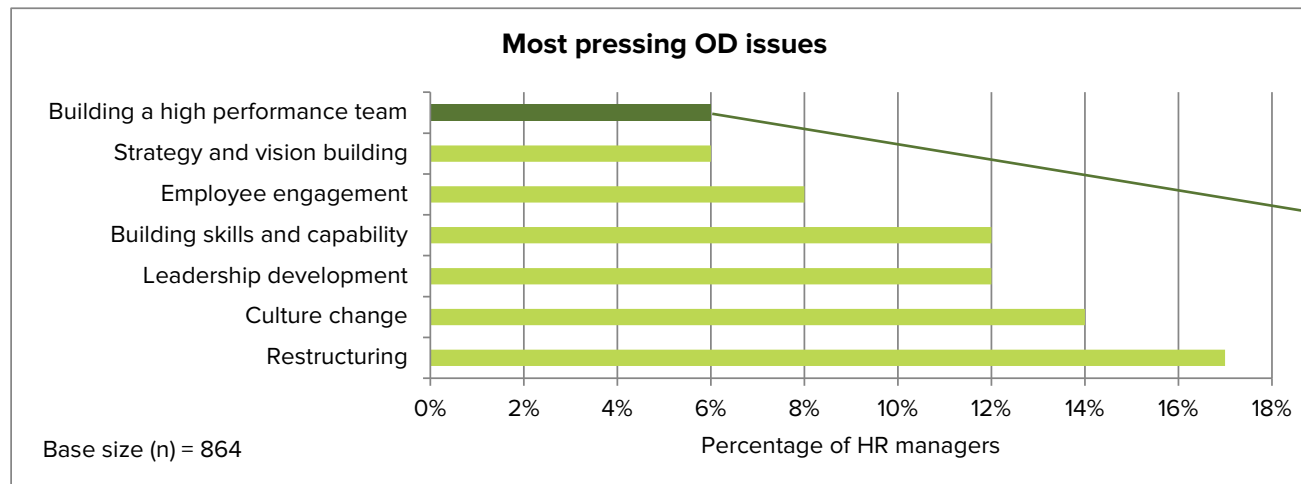
The table shows clear gaps in team performance. Looking across the five team dysfunctions, absence of trust and avoidance of accountability appear the least positively rated. The most negative results relate to team members' willingness to challenge unproductive behaviours.

Note: The figures in bold represent the most common response for each questionnaire item. Base size (n) = 1447

Developing effective teams does not appear high on HR's agenda



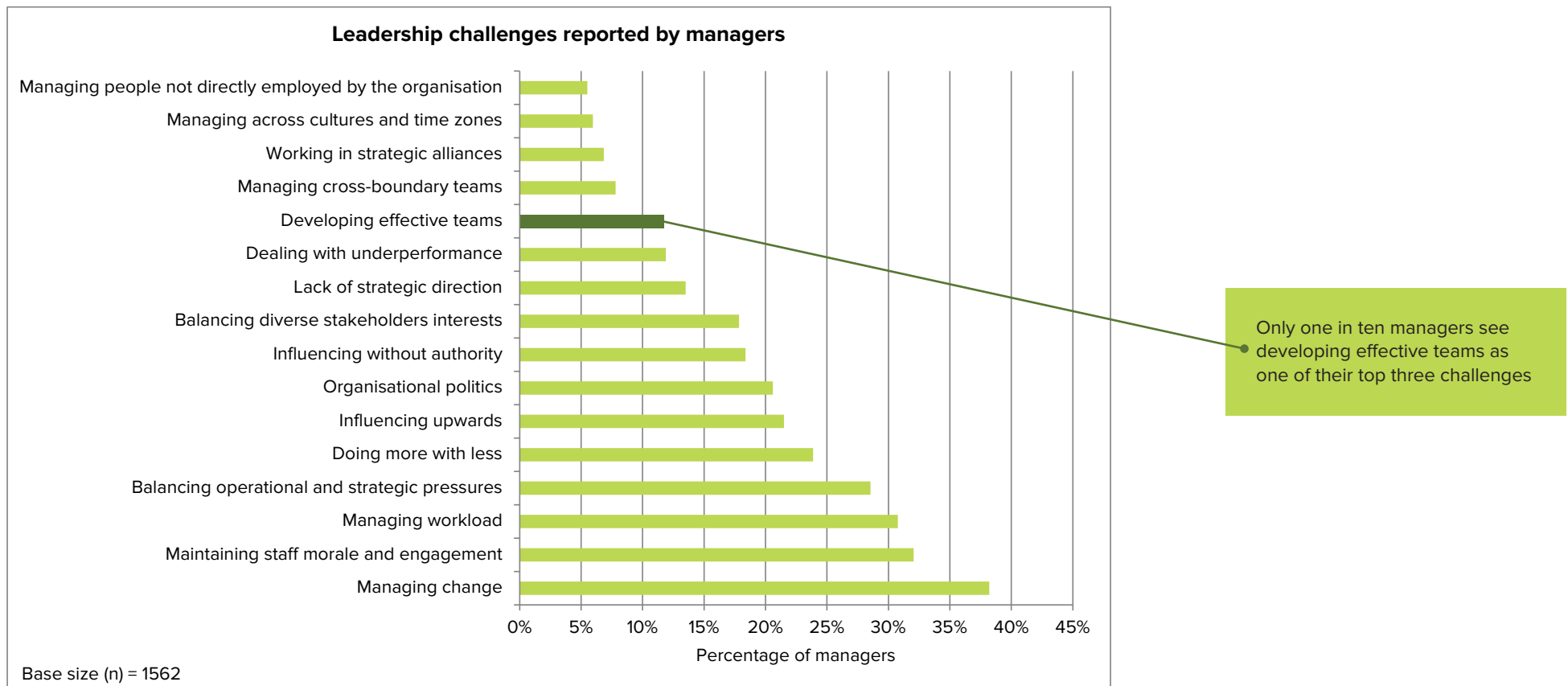
Only one-third of HR Managers see team development as a key body of knowledge



Only six per cent of HR managers report that building high performance teams is a pressing OD issue

Note: percentages may add up to more than 100 as respondents could provide more than one answer

Developing effective teams does not appear high on the list of challenges perceived by managers



Note: percentages may add up to more than 100 as respondents could provide more than one answer

10. Engagement and the employee deal



Summary

With talk of economic recovery being on a more sound footing, our survey suggests that after hunkering down to brave the economic storm managers are now beginning to look out for opportunities to move on. Nearly half of the managers we surveyed reported considering a move in the near future (this finding is consistent with CIPD's recent Employee Outlook report which reported rising job-seeking intentions¹), most commonly because of a lack of promotion opportunities or prospects (49 per cent of our sample gave this as a reason for considering a move in the near future). Poor management (48 per cent) and a lack of appreciation (43%) were the next two most common reasons for considering a move. As highlighted in our chapter on the views of HR, it seems that there is a question about whether retaining talent is being given the prominence it needs if organisations are not to lose some of their most valuable staff. Providing opportunities for development and improving the quality of leadership appear two key actions that could forestall the potential loss of talent.

Workload, organisational politics and management style are the three most prominent sources of workplace stress identified by managers in our survey. This is perhaps not surprising given the focus reported on doing more with less and operating across boundaries highlighted in other chapters of this report. It does highlight the need for managers to become skilled at determining and gaining support for key priorities in their work, and to be effective at setting a compelling strategic direction that engages staff. There are some interesting variations in sources of workplace stress with role level, with more junior managers experiencing lack of support, lack of clarity over their role, and job insecurity more keenly than their

more senior managers. In contrast, a greater proportion of senior managers consider long hours and workload to be sources of workplace stress when compared with their more junior colleagues. When asked what their manager could do to make their working life less stressful, the managers we surveyed talked about a clear vision and expectations, clear priorities, role clarity and feeling empowered.

Whilst the vast majority of managers (82 per cent) report working longer than their contracted hours, largely because of volume of work, the majority also appear happy with the balance between their work and personal life (71 per cent of managers report feeling happy with the balance between their work and personal life). This is less the case for female and more senior managers. 24 per cent of male managers report wanting a better balance between their work and personal life compared with 32 per cent of female managers. Similarly, 35 per cent of board directors report wanting a better balance between work and personal life compared with 22 per cent of junior managers.

Whilst the majority of female managers (53 per cent) would like a more flexible work pattern, a significant minority of men (45 per cent) feel likewise. Roughly one-third of men indicate that the ability to work flexibly is a source of motivation (by comparison, 45 per cent of women identified flexible working as a source of motivation). It seems then, that flexible working, is no longer quite so gendered. Our research also identified some variations in work motivation with age, with financial rewards and opportunities for promotion more dominant as sources of motivation in younger age groups. With age, it seems, there is an increasing focus on the

nature of the job and finding a fit between personal and organisational values. Our findings are of importance to those responsible for ensuring that the workplace is attractive to, and meets the needs of, a five-generation workforce.

Our research also suggests an issue of trust. Whilst managers rate many aspects of their work positively, nearly one-fifth do not expect their employer to treat staff fairly.

¹ Employee Outlook: Autumn 2013. CIPD/Halogen.

Nearly half of managers report considering a move in the near future

Seniority (n)	Percentage of managers considering a move in the near future (%)
Board Director (106)	27
Other Director/Senior Manager (585)	49
Middle Manager (661)	49
Junior Manager (108)	46

Age (n)	Percentage of managers considering a move in the near future (%)
20-30 (45)	60
31-40 (325)	53
41-50 (568)	50
51-60 (462)	42
60+ (60)	25

Overall, 53 per cent of managers reported considering a move in the near future. With the exception of Board Directors and Managers in the 60+ age group, between two and three-fifths of managers are considering a change. Regardless of sector, at least two-fifths of managers report that a move could be imminent. Managers in larger organisations were more likely to report considering moving jobs in the near future.

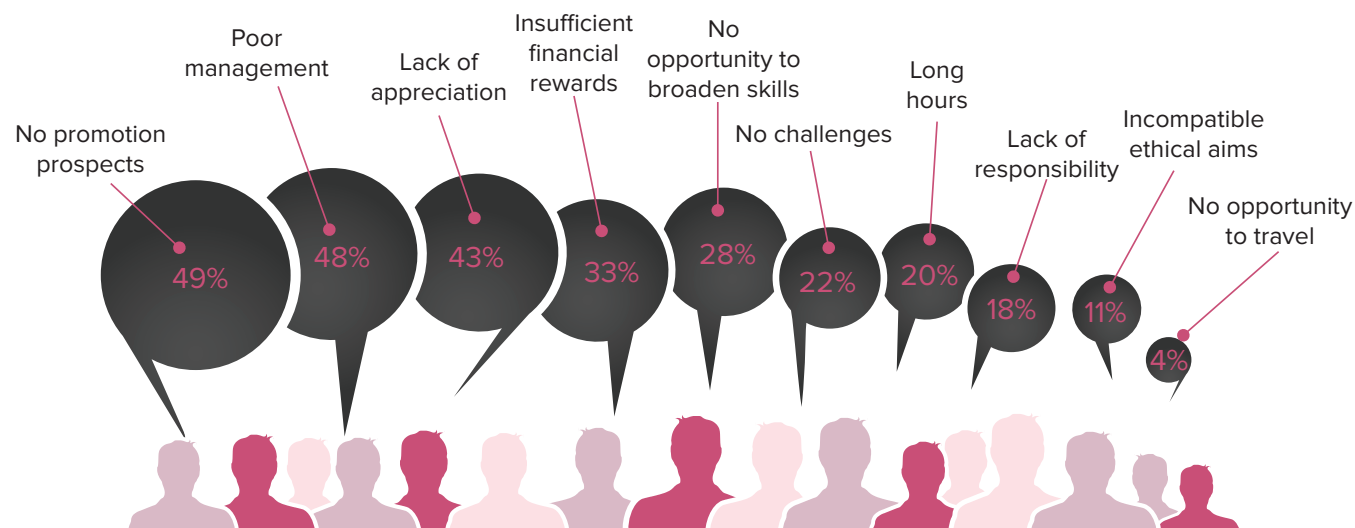
Industrial sector (n)	Percentage of managers considering a move in the near future (%)
Production and Manufacturing (183)	46
Private Services (626)	46
Public Sector (503)	49
Not-for-profit (148)	45

Employee size (n)	Percentage of managers considering a move in the near future (%)
Less than 100 (127)	35
Between 100 and 250 (115)	37
More than 250 (1,218)	50

Numbers in brackets are the total number of responses to each item

Lack of promotion prospects and poor management top the list of reasons for wanting to leave

Reasons for considering a move



The top three reasons for holding an intention to leave were the same regardless of level of seniority, with the exception of Board Directors. The top three reasons for Board Directors were poor management, lack of appreciation and long hours, although caution is required in interpreting this result as the base size was less than 100. There were some differences in reasons for leaving by sector, particularly with respect to managers in the not-for-profit sector. 27 per cent of managers in the not-for-profit sector who expressed an intention to leave their organisation did so as a result of poor management. The figure for managers in the public sector was 48 per cent and in the private sector 43 per cent. Lack of appreciation was also a less

common reason for considering a move for managers in the not-for-profit sector. 27 per cent of managers in this sector who reported considering a move gave 'lack of appreciation' as a reason for this. The comparative figures in the public and private sector were 49 and 43 per cent respectively. Insufficient financial rewards (38 per cent of managers in the not-for-profit sector compared with 32 per cent in the public sector and 33 per cent in the private sector) and long hours (27 per cent in the not-for-profit sector compared with 21 per cent and 16 per cent in the private and public sectors respectively) featured more strongly as reasons for considering a move in the not-for-profit sector.

Percentages add up to more than 100 as respondents could provide more than one answer. Base size (n) = 557

Employee (dis)engagement?

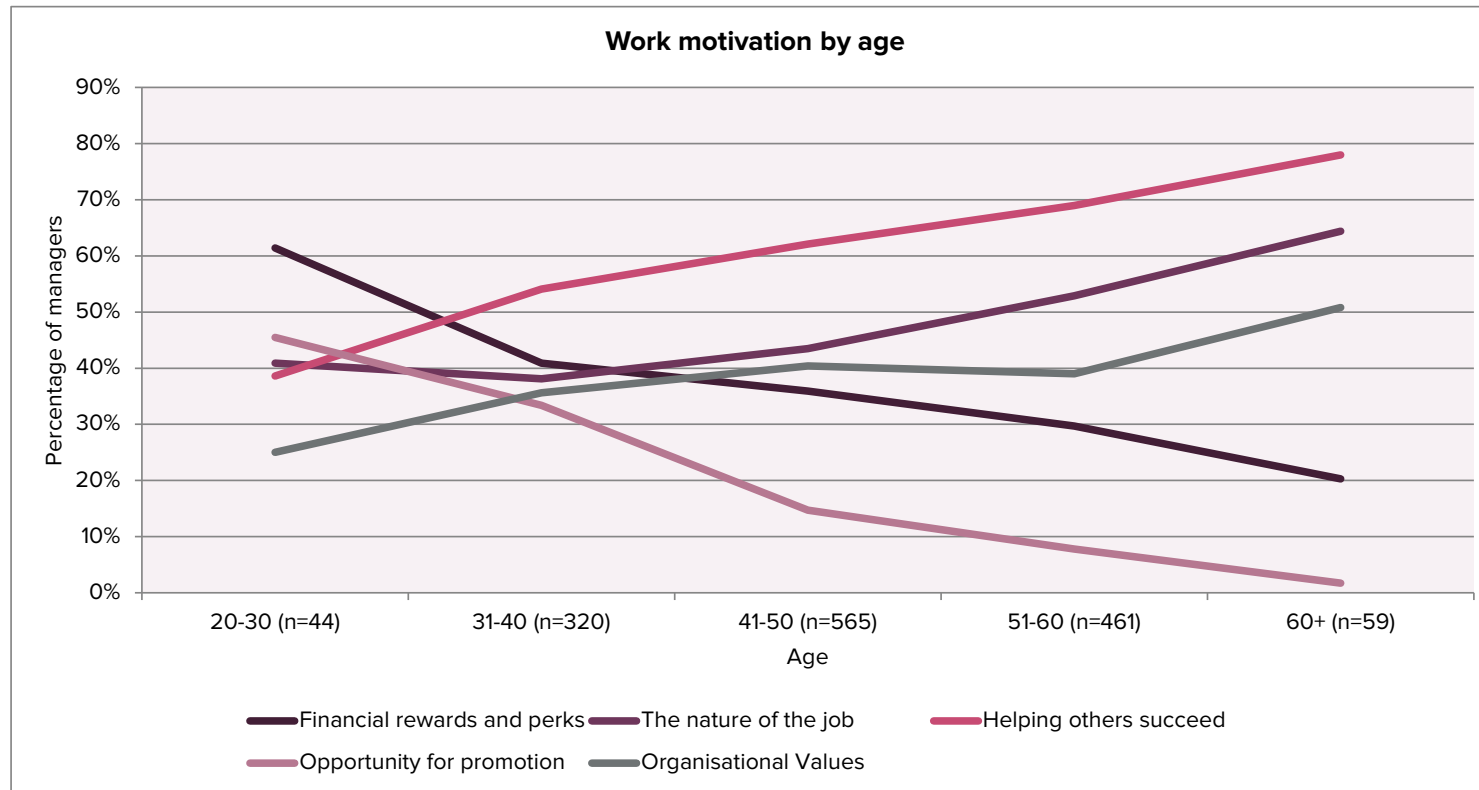
Questionnaire item	Disagree %	Agree %
I find my work meaningful	4.6	87.0
I make a difference at work	3.0	89.3
Work contributes to my general happiness	6.7	81.4
I feel trusted at work	7.6	81.0
I can see a future for me in the organisation	21.1	52.2
I am genuinely interested in the field I work in	3.1	91.3
I am usually willing to 'go the extra mile'	0.4	97.8
I am proud to be part of the organisation	7.1	74.8
I feel appropriately rewarded	24.9	52.5
I can be myself at work	11.0	70.0
I like the people I work with	2.9	84.1
I respect the people I work with	4.2	80.5
My manager values the work I do	10.9	71.3
I am part of a successful team	7.7	72.9
My job role plays to my strengths	8.4	80.5
I trust my employer to treat staff fairly	17.9	58.4

Base size (n) = 1441 Note: percentages do not add up to 100 as respondents could answer 'neither agree nor disagree'

We asked our sample of managers a series of questions that together comprise Roffey Park's model of employee engagement¹. Whilst overall engagement scores appear positive, there are clearly some areas of concern (highlighted items). Just over one-fifth of managers surveyed reported that they could not see a future for themselves in their organisation. Nearly one quarter did not feel appropriately rewarded, no doubt reflecting some of the financial constraints that many organisations find themselves working under. More worryingly perhaps is the feeling expressed by nearly one-fifth of managers that they do not trust their organisation to treat staff fairly.

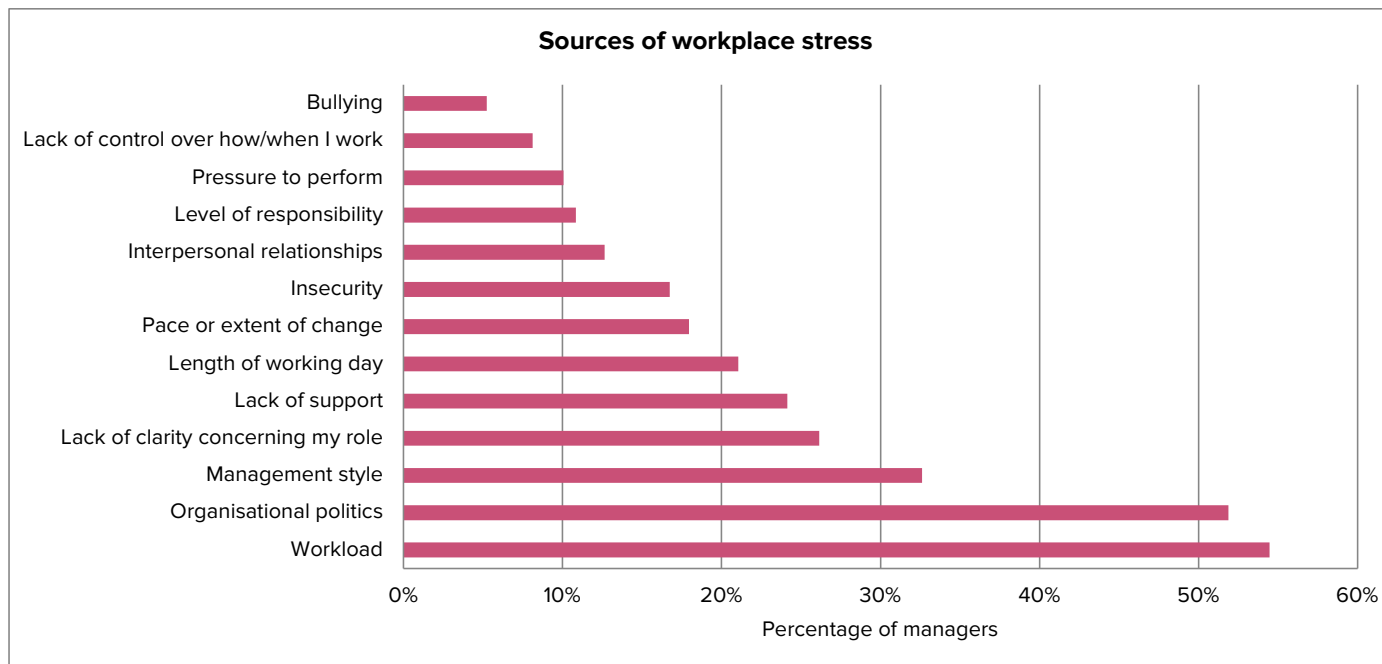
¹ Gifford, J. Finney, L. Hennessy J. Varney S. (2010). 'The Human Voice of Employee Engagement: what lies beneath the survey'. Roffey Park Institute, Horsham UK.

Managers report different work motivations with age



Our research identified varying work motivations with age. Financial rewards and the opportunity for promotion appear most important for those in their twenties and thirties. With age, these motivations decline and the nature of the job, helping others succeed and a sense of fit between personal and organisational values rise in importance. The relevance of this for HR is clear from our survey. Managing the disparate expectations of a multi-generation workforce is viewed as a key people challenge in the next five years.

Workload, organisational politics and management style are the main sources of stress in working life

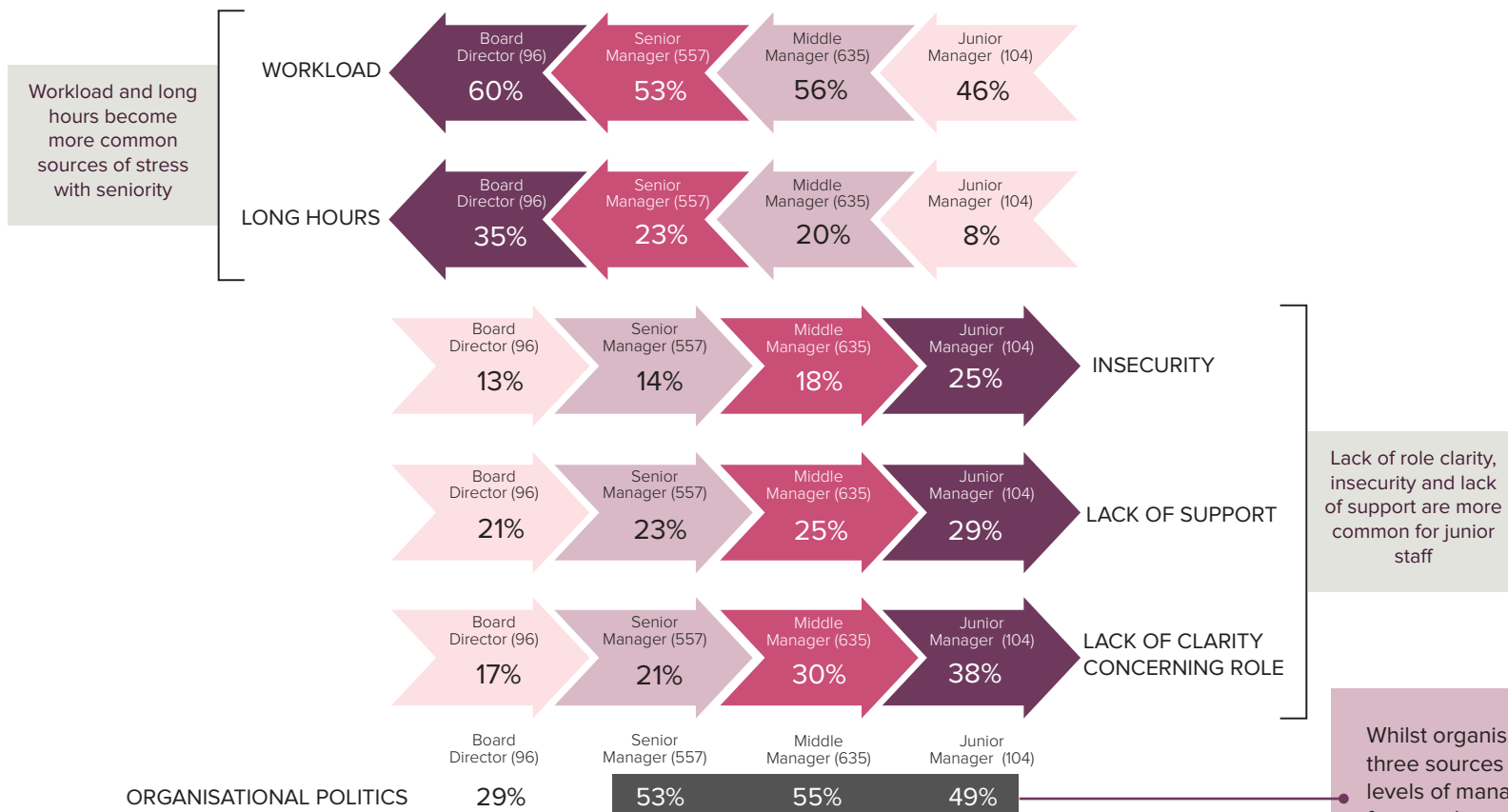


Organisational politics was less commonly reported as a source of stress in the workplace by managers in the not-for-profit sector (40 per cent) compared with managers in the public (58 per cent) and private sectors (51 per cent). Workload was more commonly reported as a source of workplace stress by managers in the public (58 per cent) and not-for-profit (58 per cent) sectors compared with managers in the private sector (51 per cent).

Base size (n) = 1392

Note: percentages may add up to more than 100 as respondents could provide more than one answer

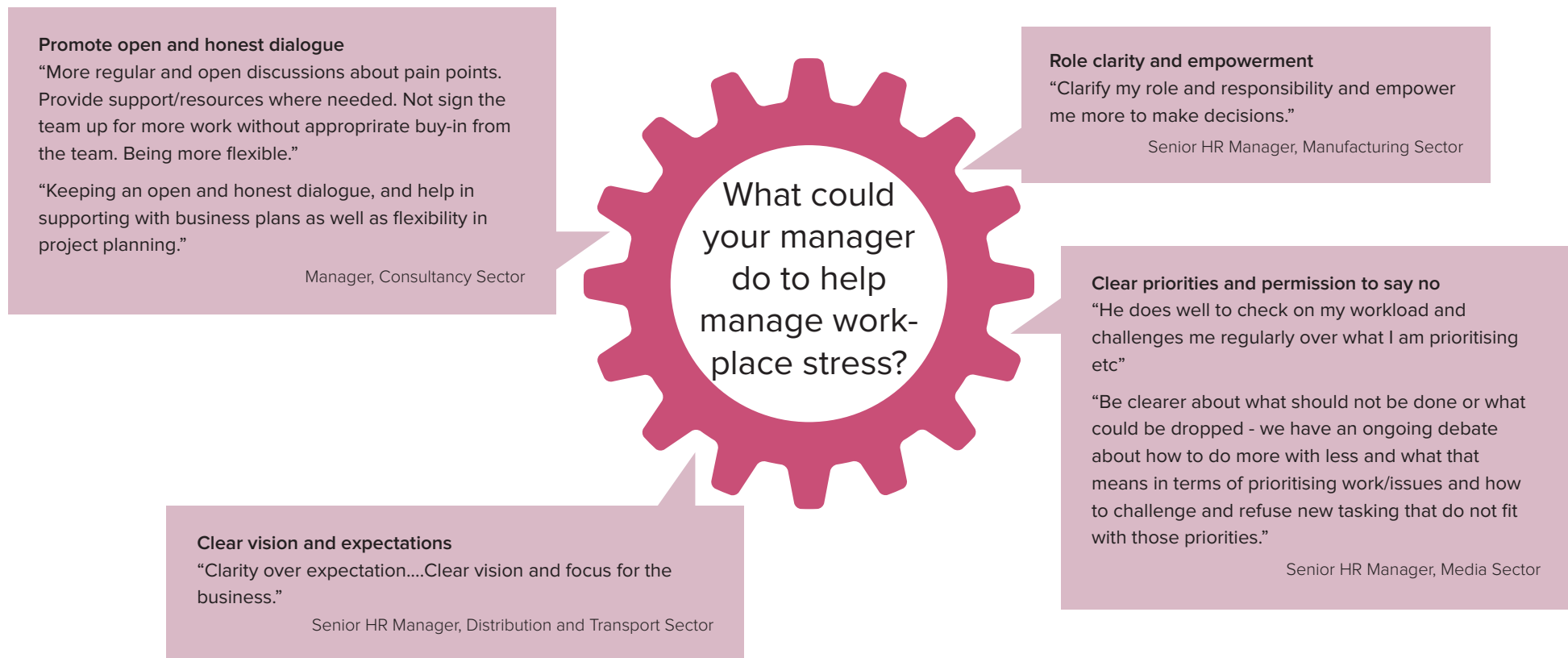
Sources of workplace stress vary with seniority



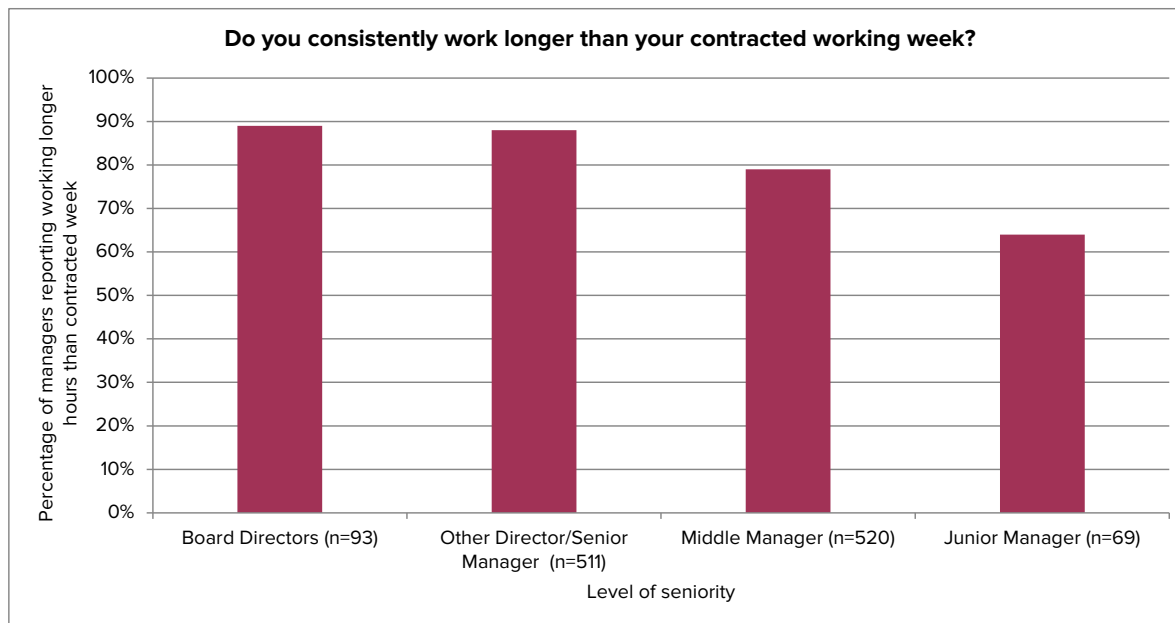
Numbers in brackets are the total number of responses to each item

Note: percentages may add up to more than 100 as respondents could provide more than one answer

Clear vision and open, honest dialogue are needed by managers to help manage stress



Four in five managers say that they work longer than their contracted hours, mainly for reasons of volume of work



Numbers in brackets are the total number of responses to each item

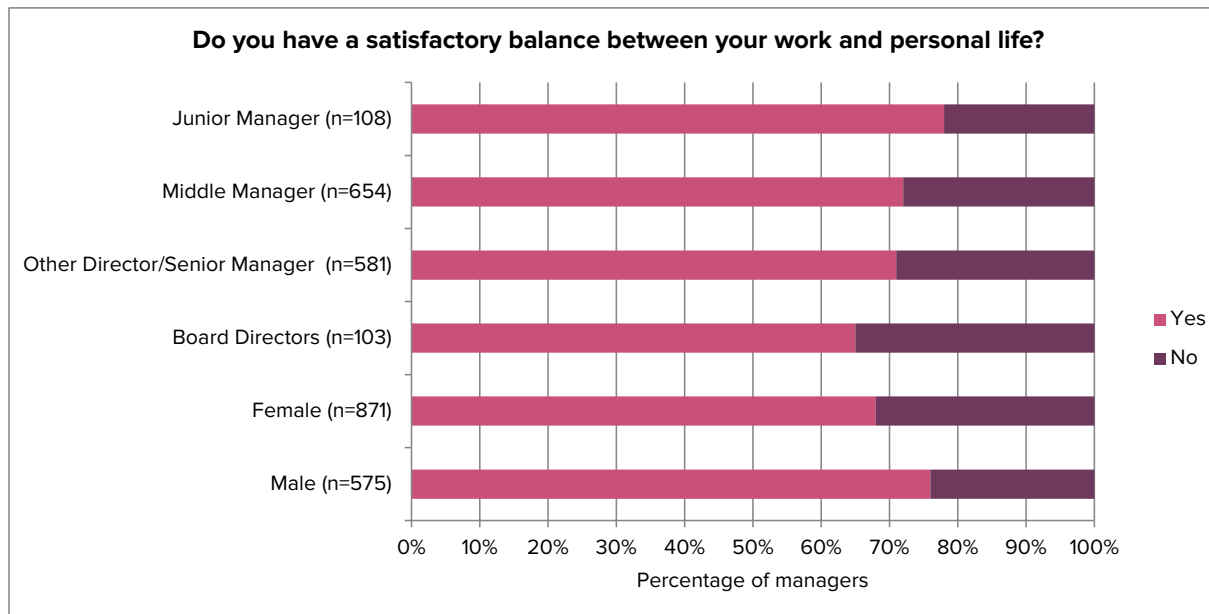
Percentages show the number of managers stating they work longer than their contracted working week

Reasons for working additional hours	
Volumes of work demands it	87%
To be successful in my work you need to work long hours	18%
My manager expects it	13%
I would worry about my security in the organisation if I didn't work long hours	7%
Most other people do so I feel I need to	7%
Commitment is measured by hours spent at work	6%

Base size (n) = 1158

Note: percentages may add up to more than 100 as respondents could provide more than one answer

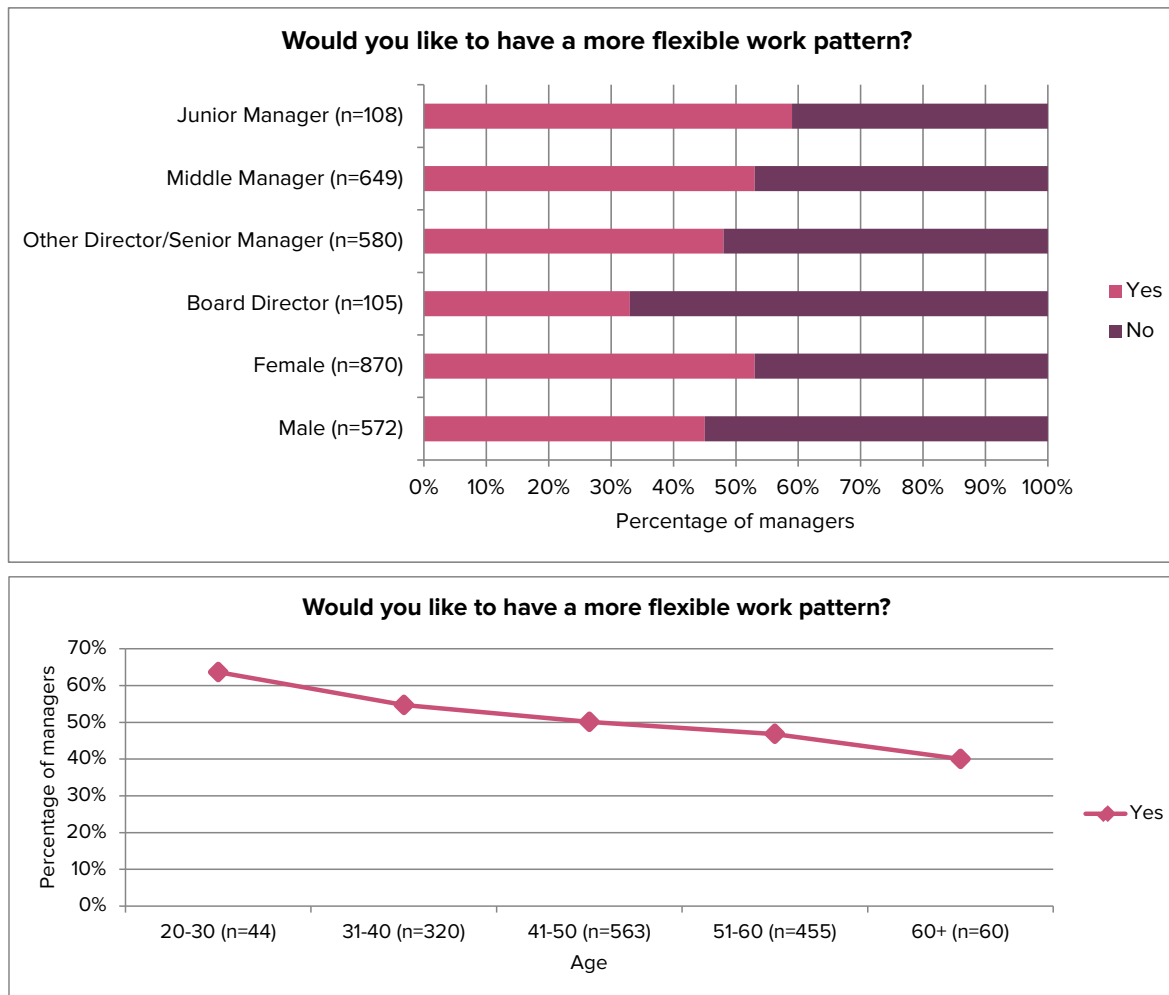
Yet, seven out of ten managers say they have a satisfactory balance between their work and personal life



Whilst the vast majority (82 per cent) of managers report working longer hours than their contracted week, they are also happy with the balance between their work and personal life (71 per cent of managers reported feeling happy with the balance between their work and personal life). However, women are less likely than men to feel they have a satisfactory balance. There is also an interesting relationship with seniority, with more senior managers both more likely to say they work longer than their contracted hours and also to want a better balance between their work and personal life.

Numbers in brackets are the total number of responses to each item

One half of managers would like a more flexible work pattern, rising to three-fifths of junior managers



Whilst 50 per cent of managers surveyed reported a desire for a more flexible work pattern, younger, female and junior managers were more likely to want a more flexible work pattern. Whilst women were more likely to want a more flexible work pattern, a significant minority of men (45 per cent) also desired a more flexible work pattern.

Numbers in brackets are the total number of responses to each item

II. Appendices



Appendix I - Respondent profile

Findings from this year's Management Agenda are based on the responses of 1,834 managers from organisations of a range of sectors and sizes. The characteristics of the individuals who responded to the survey and the type of organisations they work for are presented here.

Respondent characteristics

Figure 1 below shows the profile of survey respondents by level of seniority. Figure 2 shows the profile of survey respondents by age group.

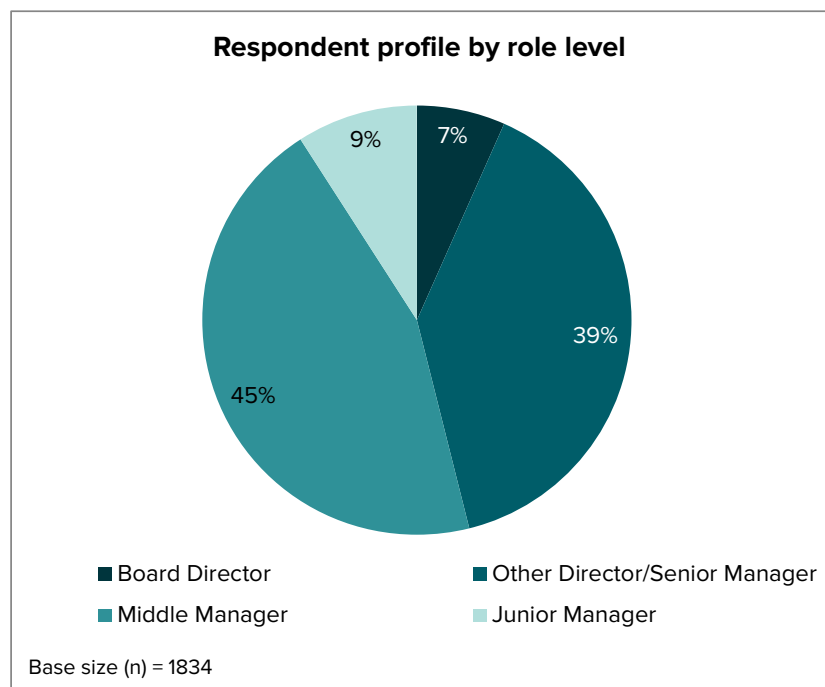


Figure 1

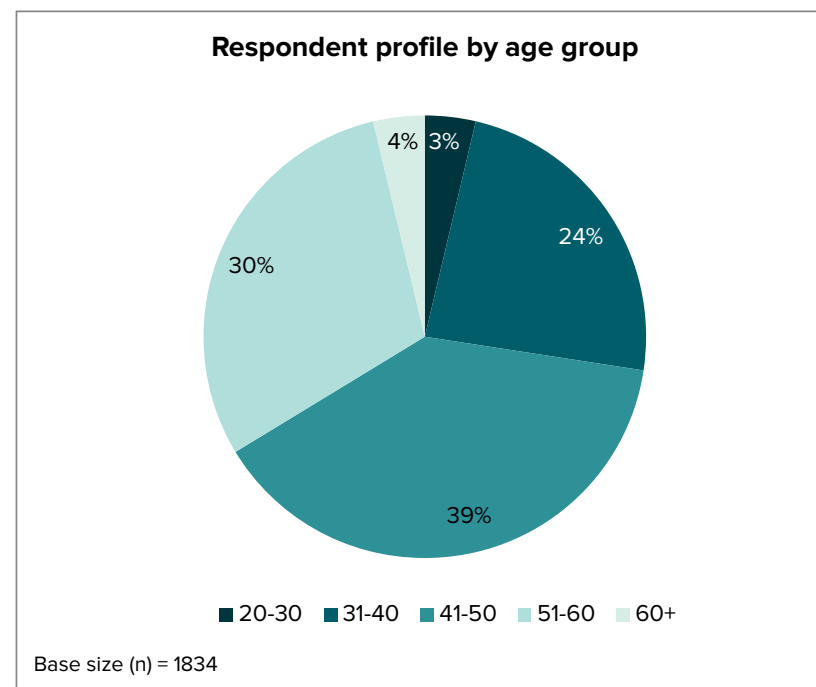


Figure 2

61 per cent of respondents were female, with 39 per cent male. Figure 3 below shows a breakdown of respondents by seniority within each gender.

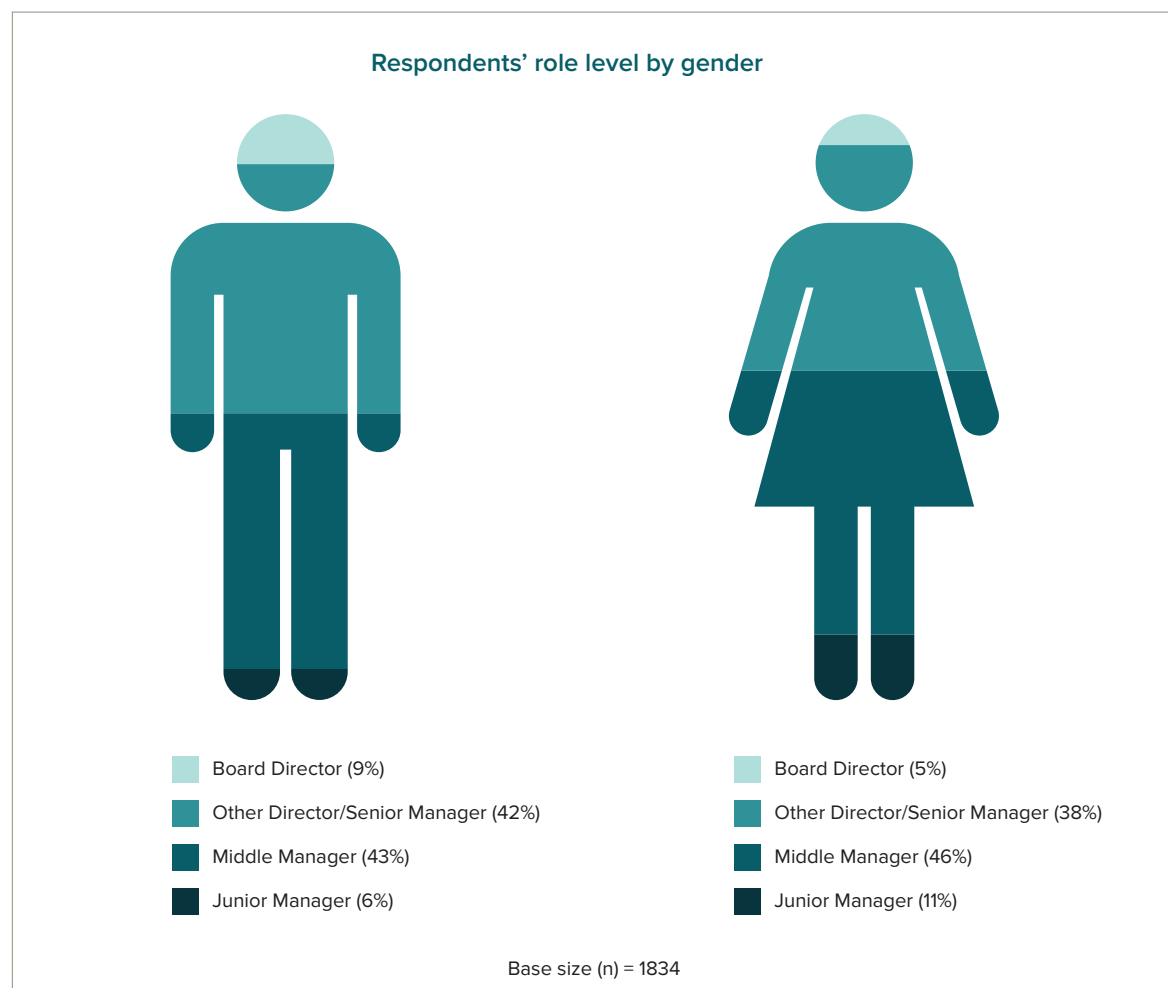


Figure 3

More than half of the respondents (59%) were HR managers. HR managers were more likely to be female (68% were female, 32% male).

Respondent Organisation Characteristics

Respondents to the survey worked for a range of organisations of different sizes and sectors. Figures 4 and 5 show breakdowns of respondents organisations by employee size and broad industrial sector. Table 1 (overleaf) shows a more detailed breakdown by industrial sector.

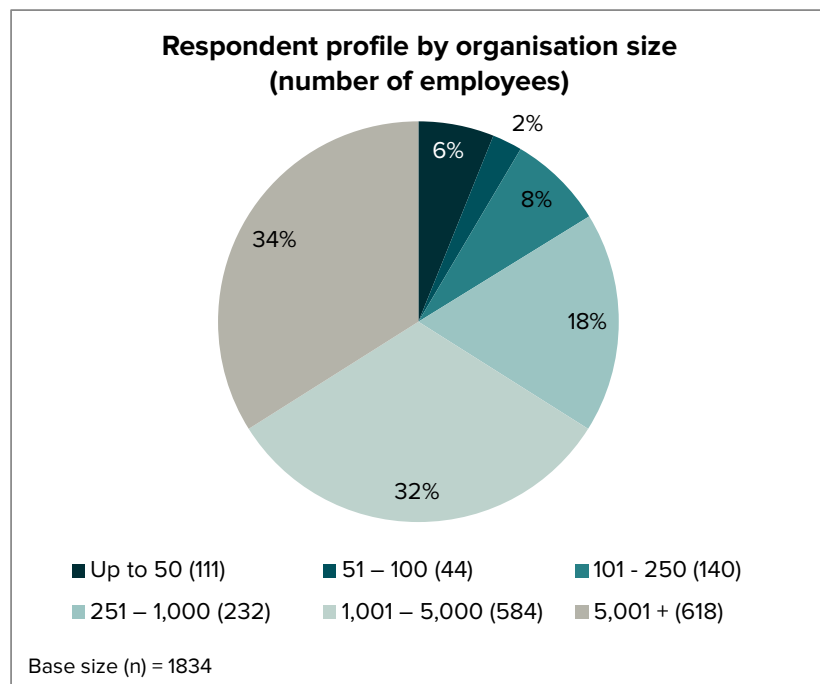


Figure 4

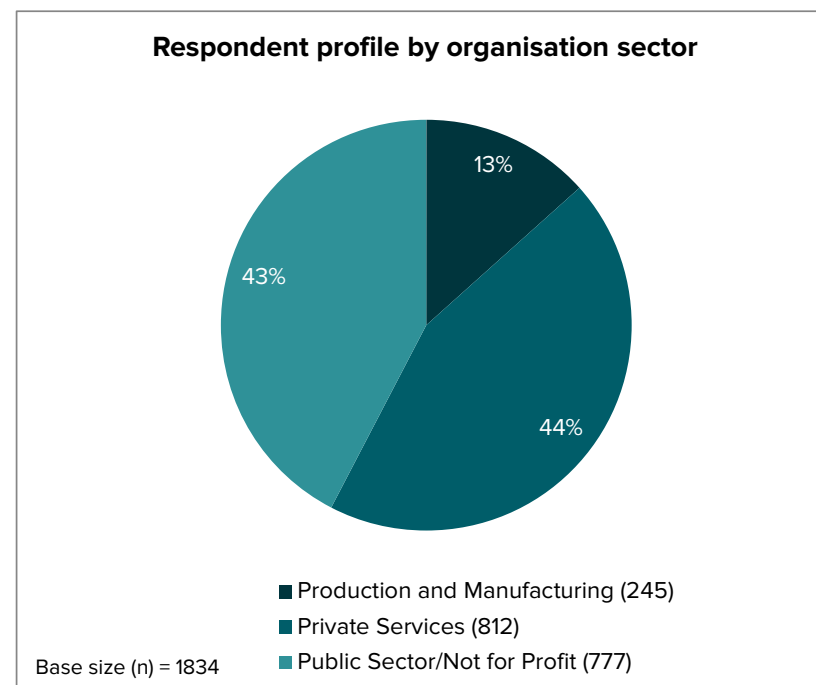


Figure 5

Sector	Percentage	Number
Production and Manufacturing	13	245
Heavy Manufacturing	9	23
Light Manufacturing	27	65
Building/ Construction	12	29
Aerospace/ Defence	10	24
Other	42	102
Private Services	44	812
Energy/Water	4	34
Private Health Services	2	16
Financial Services	23	186
Catering/Leisure	3	24
Retail/Wholesale	8	65
IT	5	40
Telecommunications	5	39
Legal Services	4	35
Private Education	0	3
Consultancy	12	101
Distribution/Transport	8	68
Media/Publishing	5	41
Pharmaceuticals	3	23
Other	17	134

Sector	Percentage	Number
Public sector/Not for profit	42	777
Central Government	10	75
Local Government	26	202
Public Education	12	95
National Health Service	13	98
Charity/Not for Profit	23	180
Other	16	125

Table 1

Appendix 2 - How we designed and conducted the research

The Management Agenda survey is now in its 17th year and is updated annually through a consultation exercise conducted with Roffey Park consultants.

This year's Management Agenda survey was different from previous years in some respects. First, in addition to the sections that both HR and non-HR managers could answer, we introduced a new section about HR issues and challenges which only HR professionals could answer. This helped us to collect more accurate data on HR related issues from HR professionals. Second, a new section for non-HR professionals was added which provided interesting insights about how the HR function is perceived in the wider business. Third, in addition to the

responses collected through the survey we undertook fifteen in-depth qualitative interviews with respondents face-to-face and by telephone on a variety of topic areas covered in the survey including leadership, people challenges, innovation and others. The purpose of these interviews was to explore some of the answers given by respondents and to add depth and colour to the survey findings. Interviews were conducted with both HR and non-HR managers and with managers at different levels of seniority. The managers interviewed worked in a range of different organisations, of different sizes and sectors.

The survey, a self-completion questionnaire consisted of 78 multiple choice, closed and open ended questions.

An online version of the survey was produced and the survey was open from beginning of August 2013 until the end of September 2013. An email invitation with a link to the survey was sent to a list of previous Management Agenda respondents and an external database of UK managers. A card with the survey link was also made available for programme participants and visitors to Roffey Park. The incentive for participants to complete the survey was a free copy of the final report and entry into a free prize draw for an iPad.

Related Reading



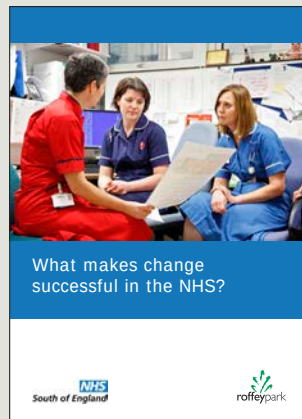
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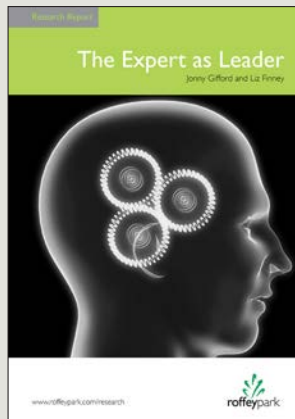
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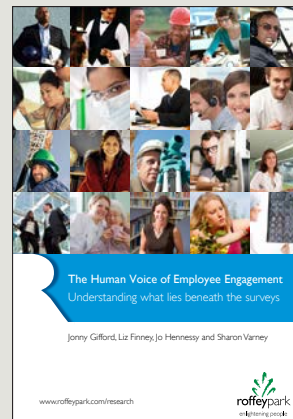
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Now in its 17th year, Roffey Park's Management Agenda is the definitive barometer of managers' views on working life. Regularly featured in newspapers and professional journals, the research is widely recognised as one of the most important and reliable indicators of emerging workplace issues in the UK.

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