

UNIVERSITY  
OF  
CALIFORNIA

Human  
Resources

# The Changing Role of Managers and Leaders

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# The Importance of Engagement

## From the 2012 Engagement Survey

- **37%** of UC employees are **fully engaged**
- **21%** engaged but at risk of leaving
- **22%** are **uninspired but not planning to leave**
- **20%** are **fully disengaged**

Source: Towers Watson UC Engagement Survey 2012

# Strengths To Build Upon

- Supervisory relationships
- Work-life balance
- Personal growth and development

# Key Drivers of Engagement

Aspects of work life that matter most to staff and would have an impact on engagement:

- **Developing** - *inspiring and equipping employees on a fulfilling career path at UC*
- **Recognize performance** - *informally, and by matching pay with performance*
- **Involving by communicating** - *by listening and creating two-way dialogues*

# The Changing Role of Managers and Leaders

***What do the employees of today expect from their managers?***

# Employees Expect:

## Manager as a Trusted Ally

- Treated with respect
- Honest dialogue
- Work/life balance
- Valued for contributions
- Developed professionally

# Employees Expect:

- More engagement from their leader
- Pragmatic experiences
- Context to the mission
- Clarity and relevance around specific tasks
- A connection between assignments and development
- Preparation for their next role

# This is important for you because...

- Results are achieved through people
- Better results are achieved through engaged people
  - Coach
  - Develop
  - Establish trust
  - Communicate



# This is important for you because...

- In all organizations waste and inefficiencies are luxuries
- Performance is a must
- Poor performance must be addressed
- There is a high demand for this managerial skill set

# Data and Metrics

- Use engagement scores to improve your organization
- Use engagement scores to improve your skill set

*Use the MDP Conference  
to deepen your skill set*

# Discussion