The Changing Role of Managers and Leaders

Dwaine B. Duckett
Vice President
Human Resources
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