

## How do successful managers work with their people?

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Successful managers recognise and welcome the knowledge, skills, experiences, diversity and personality their people bring to their teams, and inspire and engage their teams to perform well.

Understanding management behaviours that drive employee engagement places us in a strong position to review our performance expectations for managers; review management education and development programs; review how we recruit managers; and hire the 'right' managers.

### What behaviours set successful managers apart?

2009 research conducted by the Institute for Employment Studies in the United Kingdom studied behaviours that distinguish engaging managers from disengaging managers. The results may surprise you.

Engaging managers:

- **'get to know'** their people and support, coach and develop them
- **can handle people issues**, even when faced with high levels of day-to-day demands
- are clear about **company goals and expectations** and the **contribution** the team has to these
- are comfortable with **managing performance**, and handle it in a methodical and consistent manner
- are **self-aware** and can modify behaviour if necessary
- are focused on **strategic issues**
- can retain **business focus** when immersed in interpersonal interactions
- give **credit, praise, thanks** and **positive feedback** when due
- are **willing to assist** the team by helping out when necessary
- **'talk the team up'** to the rest of the organisation
- **allow team** members to have **their say** and have **input** into what they are doing
- **allow team** members to **make their own mistakes and learn** from them
- are able to **deliver bad news** to the team and **appreciate the impact** it could have on individual members.

For a summary of the IES study, visit [The Engaging Manager](#).

**Source:** ProActive Resolutions aims to build respectful workplaces through organisational training and incident management. Contact ProActive via [email](#) or visit the [website](#).