The Management Agenda 2007

Overview of Findings

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developing people
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Organisational Change

- *Change remains a constant* – 85% of respondents report that their organisation has undergone some form of change over the last two years. Managing change is still identified as the biggest challenge organisations are currently facing.

- *Organisations are getting better in the earlier stages of change but find it difficult to learn and consolidate* - Organisations that are reported to outperform financial expectations are better at all aspects of managing change. Underperforming organisations are particularly bad at maintaining momentum and managing employee motivation.

- *The most pressing organisational development issues facing organisations are reported to be leadership development and building skills and capability* – The lowest priorities are employee relations and introducing technology.

Response to the business environment

- *Organisations are focusing on core business and looking for new markets* – Cost spending restrictions remain high and working in partnerships is now a well-established form of working.

- *Less than half of individuals feel secure in their jobs although only 23% say they are worried about the future* – 58% are actively developing new skills and 41% feel confident of finding work elsewhere.

- *After managing change, the various aspects of talent management are seen as the biggest challenge facing organisations* – These include recruitment, retention, succession planning and skills shortages. Talent management is now high on the list of strategies organisations are embracing for the future.

Motivation, commitment and happiness

- *Only 20% report high morale in their organisations* – Morale is lowest in the public sector (39% report low morale) and highest in the not for profit sector (last year it was highest in the private service sector).

- *Managers report high levels of personal commitment and loyalty* – 80% of managers say that work contributes to their general happiness, 83% say they are loyal to their organisations, 81% are proud to be part of the organisation and 93% say they are usually willing to 'go the extra mile'. As last year, the second most common reason for working extra hours is 'enjoyment of the job'.

- *Managers are motivated most by 'making a difference'* – Enjoyment of the job, personal achievement, challenges, being part of a successful team, helping others succeed and recognition by others are all important to managers. These key motivators relate closely to Maslow's hierarchy of needs and particularly to self-actualisation, need for self-esteem and social need.

Work-life balance and stress

- *The incidence of people reporting stress as a result of work seems to have fallen over the past few years* – 68%, however, still do report experiencing stress as a result of work.

- *Organisational politics has overtaken increased workload as the main stressor for the first time* - There is also a fall in the number of managers identifying increased workload as a stressor (2007: 44%, 2006: 57%).

- *There is a marked decrease on causes of stress relating to increased workload, increased responsibility, pace and extent of change and length of working day* – This suggests that workload and responsibilities may have finally peaked and managers have developed coping strategies to deal with constant change and are paying more attention to work-life balance. Nevertheless 76% are still working longer than their contracted hours (down from 85% last year and 96% in 1998).

- *While workload is the top reason for working extra hours, enjoyment of the job is also identified as a reason for 53%* - few now report that their manager expects it (12%) or that commitment is measured by hours spent at work (11%).

- *There is a sharp fall in the number of managers identifying 'demands to do more' as a demotivator* – managers are demotivated more by bureaucracy and poor management. However, lack of time to achieve workload is still 4th on the list of demotivators.

Organisational politics

- *Organisational politics is the top stressor in managers' working lives* – 60% believe that politics has increased in recent years (77% in the public sector, 50% in the private service sector).

- *44% report political behaviour as a main cause of conflict.*

Purpose, values and cynicism

- *Collective sense of purpose is related to financial performance* – Likewise a low collective sense of purpose is related to financial underperformance.

- *The stated and actual purpose of the organisation tends not to match* – The main disparities are in balancing stakeholder interest and benefiting society.

- *45% of organisations are becoming more values driven* – Again there is a mismatch between espoused and actual values and 60% of respondents believe they do not match.

- *The main discrepancy between espoused and actual values is that 'managers do not walk the talk'* – Private sector respondents also believe that making money comes before values.

- *CSR (corporate social responsibility) remains of personal importance to 87% of managers* – But less than a third believe that ethical considerations drive business decisions.

Discrimination and bullying

- *Age may be the last bastion of workplace discrimination* – Managers believe that people are much more likely to be discriminated against in recruitment and promotion on the grounds of age (older age groups only) than on gender, sexual orientation, disability or religion.

- *The response to age legislation is somewhat slow and focuses on policies rather than cultural aspects of age discrimination* – Just over half of respondents (54%) say their organisations were removing age-related policies and practices in preparation for the legislation.

- *Over half of managers acknowledge some bullying in their workplace* – Although 70% feel that complaints of bullying are taken seriously and dealt with in confidence.

HR

- *Developing a performance culture and retaining talent are seen as the main challenges for HR.*

- *HR and non-HR respondents differ widely in their perceptions of how far HR adds value to the business, is proactive and customer focused -* HR people are also more likely to say they produce too many initiatives than non-HR.

- *Over half of both HR and non-HR respondents still see HR as being reactive.*

Talent management

- *38% of respondents say their organisation has a talent management scheme –* These respondents are twice as likely to be from organisations that outperform financial expectations than from underperforming organisations (23%).

- *Only a third of managers say talent management is a recognised part of their role as a manager.*

- *Talent management is the third highest strategy that organisations are embracing for the future –* It is particularly important for those organisations identified as outperforming financial expectations.

Performance management

- *Only 10% say that underperformance is tackled 'very well' –* Respondents cite management attitude and competence, having clear objectives and simpler evaluation processes as means to improving performance management.

Leadership

- *Leadership is reported as the top most pressing OD issue for organisations by 70% of respondents –* 60% also say it is a strategy the organisation is embracing for the future.

- *Over half of public sector respondents (51%) rate their leadership as poor or very poor –* The not for profit sector is most positive about its leaders.

- *Organisations that are outperforming financial expectations are twice as likely as those that are underperforming, to be developing leadership at all levels in the organisation.*

- *71% believe that senior managers promote ethics and integrity in the organisation -* Board directors were more positive than other managers however.

- *85% say their Board has a positive reputation outside the organisation but only 62% say it has a positive internal reputation.*

For a copy of the full findings, either go online www.roffeypark.com/reports or call the Research Department on +44 (0) 1293 854081.