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6 Inclusive Behaviors for Highly Effective Managers

Equip Your People Leaders to Improve Employee Sentiment and Engagement

How Can Managers Combat Disengagement on Their Teams?

On average, more than 85% of employees are currently disengaged from their job. In the United States, this "disengagement tax" costs the economy nearly $500 billion each year. People managers are the key to mitigating this talent debt. They influence a team's ability to collaborate, network, innovate, and feel psychologically safe—important building blocks for organizational success. During a recent Employee Voice Session[SM], our anonymous employee listening environment, our team of experts identified specific manager actions and behaviors that make employees feel included.

1 Listen Differently

Of the employees who felt included, **2x** as many reported having a manager who engaged in these 6 behaviors.

> "I never receive feedback. I will receive negative comments if I make mistakes, but never receive coaching to improve in my weaker areas."
>
> —Employee Voice Session Participant Anon-598

2 Act Intentionally

Areas where managers can make the greatest impact include:

- Check-ins and feedback
- Opportunities to innovate and contribute
- Building or expanding professional networks
- Decision-making and delegation

3 Monitor Regularly

Routinely check employee sentiments to identify any vulnerabilities before societal crises and economic uncertainties impact your workforce.

6 Ways Employees Say Managers Made Them Feel Included

Percentage of employees by perception of inclusion

Maintain regular contact with them
16% | 34%

Get to know them personally
20% | 59%

Empower them to make decisions
15% | 43%

Make sure every team member is heard
23% | 58%

Make it safe for team members to propose new ideas
20% | 47%

Help them build social connections
39% | 69%

■ Don't Feel Included　　■ Feel Included

Interested in More Talent Insights?
Download an executive summary of feedback gathered from our Employee Voice Sessions here.

To learn about important feedback that might be missing from your engagement survey results, schedule a call with one of our experts at seramount.com/solutions/assess360.