THE QUALITY OF WORKING LIFE.

Exploring managers' wellbeing, motivation and productivity.

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CMI
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ACKNOWLEDGEMENTS

FOREWORD

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Good, skilled managers know that they need to switch off and allow their employees to do the same.

The long-hours culture familiar to most managers has now given way to the 'always-on' culture. Connected devices, like smartphones, are driving more and more managers to regularly check their emails out of hours. According to the 1,574 managers we surveyed for our latest Quality of Working Life report, they're working, on average, an extra 60 minutes every day on top of their contracted hours. In total this equals 29 days a year, which effectively cancels out the typical holiday entitlement of 28 days.

This 'always-on' culture is having a deleterious effect on the health of managers. Many report suffering increased stress and associated problems, such as persistent headaches and insomnia. The impact on managers' work is great: the longer the hours they put in, the less productive they say they become. This should be a big flashing warning light for employers.

Good, skilled managers know that they need to switch off and allow their employees to do the same. The report highlights the difference that good management makes to wellbeing, to engagement and ultimately to performance. The conclusion is inescapable: helping managers to strike the necessary work/life balance must be a priority for every organisation facing up to the challenge of improving productivity.

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INTRODUCTION

CMI's research on *The Quality of Working Life* explores the connections between managers' wellbeing, their motivation and productivity.

Started in 1997, it has tracked how changes in the business environment affect employees – and has demonstrated that managers have a pivotal role to play in supporting employee engagement, job satisfaction and wellbeing.

The last report in the series was published in 2012, when the impact of a challenging economic climate was evident in high levels of organisational restructuring and increased strain on managers. With the economy having recovered slowly in the years since, *The Quality of Working Life 2016* looks at what's changed.

Based on a survey of 1,574 managers, the results provide insights into the impact of working hours and management style on the productivity challenge faced by the UK. With long

hours identified as a major factor in stress and health problems, the 2016 report also highlights how our increasingly digital environment could be creating a new form of presenteeism.

The report includes detailed analysis of the survey results as well as case studies from employers who have committed to improving employee wellbeing, looking at how they engaged managers in changing cultures and achieving improvements. It concludes with our recommendations for action.

The Quality of Working Life is evidence of the impact that management and leadership has on wellbeing. The insights and lessons it offers should help managers understand what they can do to improve the quality of working life in their organisations.

Methodology and Respondents

This report is based on an online self-report survey of 1,574 managers across the UK, comprising a wide range of roles and levels of seniority. The majority of the respondents represented private sector organisations (45%) and organisations employing over 1,000 people. There was an increase in female respondents (60% of respondents were male and 40% female, compared to 70% and 30% in the 2012 survey). The results were weighted to provide better comparability with the 2012 and 2007 surveys.

A more detailed description of the methodology and the profile of the current survey's respondents can be found in the Appendices.

The questionnaire was thoroughly reviewed to reflect the changing world of work, although significant tracking elements were retained to allow comparison over time. Comparisons to 2012 are presented where relevant throughout the report. Note that when we say '2015' we refer to the current research, which was conducted in the summer of 2015.

KEY FINDINGS

The new normal: longer hours, digital presenteeism and stress

Extra working hours cancel out annual leave entitlement – managers' contracted working hours have risen by one hour daily compared to 2012, which is equivalent to an additional 29 days extra each year. That's more than a typical annual leave entitlement of 20 days plus eight bank holidays. What's more, 92% of managers work longer than their contracted hours.

It's hard to switch off – 61% of managers say that technology has made it difficult to switch off from work. Around one in five managers say they now check their email all the time outside of working hours; over half (54%) check frequently.

Time to turn off? Overall, 39% of managers agree that their employer should restrict out-of-hours email access – including 43% of those who say they check email all the time.

High connectivity, high stress – those who struggle to switch off from work and checking emails report lower personal productivity and job satisfaction levels, and they experience more frequent stress. 68% of those who rate themselves as less than 70% productive say technology has made it hard to switch off from work, compared to 56% of those who are more than 90% productive.

Long hours increase stress – 54% say that working hours are having a negative effect on their stress levels, although that's fewer than in 2012 (59%). Stress was more than three times as common among those working long hours: 20% of those working over three hours a day extra said they are often stressed, compared to only 6% of those working no additional hours.

Workload and health – managers perceive their workload and the resulting long working hours to have a negative impact on their health. Many managers reported suffering from various health issues in the last three months. Insomnia and muscular aches topped the list – reported by 57% of managers, followed complaints such as headaches and constant irritability.

In spite of it all, managers are overall content with their jobs

Job satisfaction has improved – 67% of managers say that overall they're satisfied with their jobs, substantially more than in 2012 (55%) or even 2007 (62%).

Why could this be? An increased 'feel good factor' reflects the return of growth: 39% of managers report that their organisation is growing, up from 34% in 2012. But the evidence shows that management and business culture are key. 79% of managers feel that their line manager trusts them. Around three quarters (76%) say they're proud to work for their employer, higher than in 2012 (64%). The same number believe in the values of their organisation and 61% feel fairly treated by their employer, up from 54%.
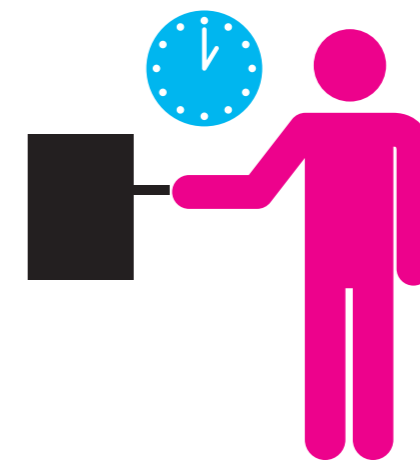
Change is not as good as rest

Change risks undermining rising job satisfaction – most managers report that work has become more intense as a result of changes, with 78% reporting that the volume of work has increased and 67% that its pace has increased. 59% say that employee morale has dropped and 49% that levels of psychological wellbeing have fallen.

Change is the norm but is failing to deliver benefits – 97% of managers report that their organisation went through some form of change in the last 12 months, up from 92% in 2012. Yet only 27% of managers say productivity has increased as a result of change, just 20% report that decision-making has become faster and only 36% say that financial results have improved.

Confidence in senior leaders is low – only 28% of managers feel that senior managers in their organisation are managing change well. That's even lower than the previous low point recorded in 2012 (30%). Overall, 52% of managers say they have trust and confidence in senior managers. That's better than in 2012 but still a lower level than immediate line managers (62%).

The impact on absence – 26% of managers say that poorly managed change initiatives have resulted in increased absence levels, up from 23% in 2012.

Quality of management determines quality of working life

Line managers have a critical role to play in driving employee engagement, motivation and wellbeing.

Managers need to drive engagement – the five biggest drivers of engagement levels are a sense of achievement from work; feeling part of a team; the line manager relationship; the ability to decide how to get jobs done; and prospects for career advancement. Managers have a role to play in all of these.

Management style – more open, empowering management styles are connected to lower levels of stress, higher job satisfaction and greater personal productivity than more 'command and control' styles. The worst generate up to four times more stress than the best: as many as 28% of those whose line managers are secretive or suspicious in style report that they often feel stressed – compared to just 7% of those whose managers are empowering.

Increased job satisfaction – the best management styles drive job satisfaction levels up to 2.5 times higher than the worst. Where innovative, entrepreneurial and empowering management styles are found, more than 84% of managers are satisfied with their jobs. Where line managers are secretive and suspicious, fewer than 38% are satisfied.

Personal productivity – managers report being twice as productive where the best management styles prevail. Where managers are innovative, 43% of managers rate their personal productivity as 90% or better. Where managers are secretive or suspicious, only 20% score highly for personal productivity.

Organisational growth and decline – where organisations are growing, managers tend to be accessible, empowering and trusting. Declining firms are relatively more likely to have secretive, risk-averse and authoritarian managers.

1. A CHANGING ORGANISATIONAL CONTEXT

A key driver for the survey in 2015 was to explore the changing organisational context, as the UK economy continues to recover from the recession which contributed to dismal findings in 2012.

Key Findings: There is a trend towards recovery, both in terms of organisations' economic health and the working environment. There were fewer declining and more growing organisations. The public sector is still the sector where growth is lowest and decline is most prevalent.

Organisational change is even more common than before. Managers still report that it is being led poorly, resulting in a failure to deliver organisational benefits – and in negative impacts on employees.

Following the decline in 2012, there has been a 5% increase in those organisations growing or rapidly growing (31% and 8% respectively) in 2015.

Similar to 2012 trends, growth was more common in private sector organisations. Unsurprisingly, given the political context, there was less evidence of growth in the public sector. In fact, nearly half of public sector organisations (49%) – and almost a fifth of private sector organisations (17%) – are still in a state of decline.

We also asked managers whether their wider operating environment was growing or declining. The patterns largely reflect those of the organisational context: 37% of managers reported growth or rapid growth in their business' operating environment, while 30% reported decline or rapid decline.
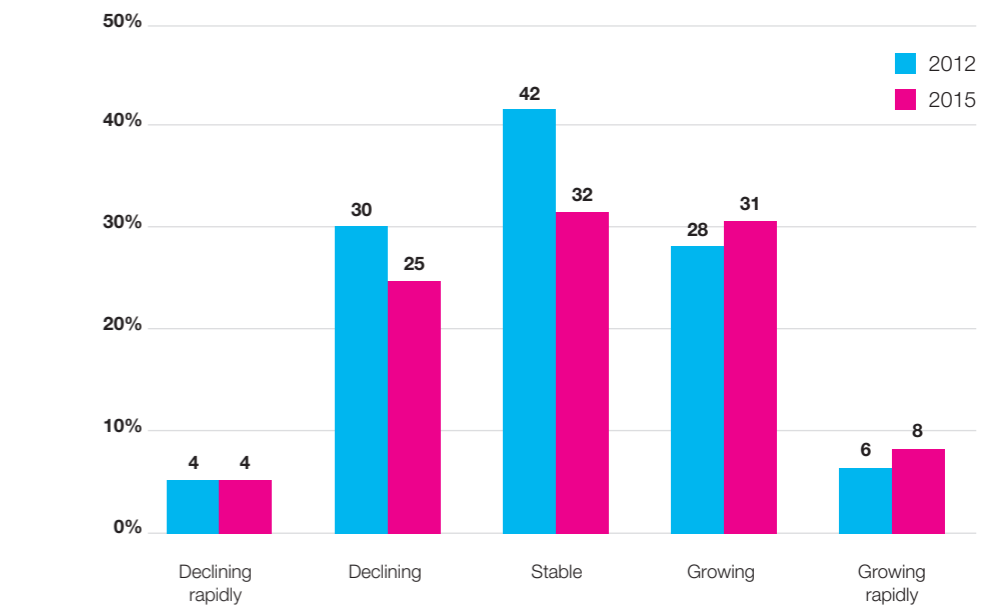
Figure 1: 2012/2015 comparison of reported organisational growth and decline

The Experience of Organisational Change

Organisational change has long been recognised as necessary to maintain a competitive edge. *The Quality of Working Life* series has tracked these changes – and what impact they have had.

No fewer than 97% of managers reported experiencing at least one form of organisational change, up even from the levels recorded in 2007 and 2012. As Figure 2 shows, the most common forms were cost reduction programmes, the implementation of new technology or systems, and culture change programmes.

Although cost has remained paramount, the results also offer some support for the notion of a climate of recovery. The implementation of new technology was identified by 60% of managers, 42% of managers reported the introduction of new products or services and 19% reported engagement in investment programmes by their organisation. Redundancies were less common in 2015 than previously.[1]

It is not surprising that, considering the trend towards growth and new forms of organisational change, a small increase in culture change programmes is evident (a 4% increase from 2012). As organisations adapt to new challenges in a slightly less austere financial environment, cultural change could offer a way of embedding new approaches and values that will provide a foundation for future success.

When organisational change activity is split by growth or decline (Table 1), organisational restructuring was one of the most prevalent activities across all organisations. This suggests organisations are still adjusting in order to find the most efficient ways to operate.

Cost reduction was most common in declining and rapidly declining organisations (91%), whilst investment in new technology or systems and the introduction of new products or services was more typical of rapidly growing organisations. As may be expected, those experiencing growth are investing, whilst those experiencing decline are focused on cost reduction.
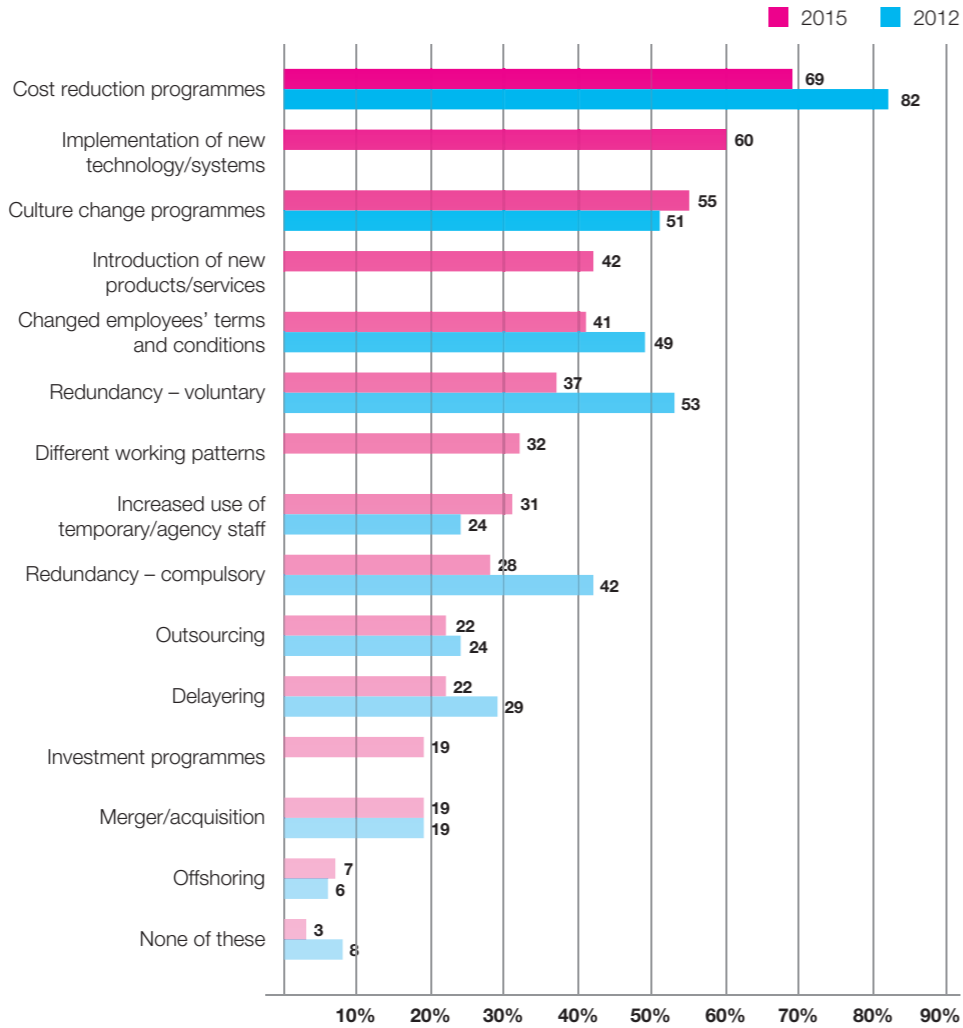
Different priorities emerge between key economic sectors too. As in 2012, change was most prevalent in the public sector. Cost reduction and organisational restructuring remain the most common forms of change activity – 41-89% of respondents and 71-86% of respondents across all sectors experienced these forms of change respectively. Similarly to the not-for-profit sector, a key focus in the private sector was investment in the implementation of new technology and introducing new products and services, whilst a cost reduction approach remains present in the public sector (Table 2).

Figure 2: Experience of organisational change in 2015

Type of Organisational Change	Declining Rapidly	Declining	Stable Growing	Growing	Growing Rapidly
Organisational restructuring	85	88	72	71	76
Cost reduction programmes	91	91	72	53	43
Implementation of new technology/systems	53	61	57	60	71
Culture change programmes	72	64	51	50	48
Changed employees' terms and conditions	65	56	40	29	40
Introduction of new products/services	24	30	37	51	67
Redundancy – voluntary	61	61	35	22	13
Different working patterns	45	40	27	29	33
Increased use of temporary/agency staff	42	43	28	21	41
Redundancy – compulsory	57	42	25	20	17
Outsourcing	41	29	19	17	26
Delayering	47	40	19	12	9
Investment programmes	8	9	13	28	42
Merger/acquisition	19	15	16	23	23
Offshoring	14	5	5	7	12
None of these	0	1	3	3	4

Table 1: Organisational change activity by organisational growth/decline (Percentage agreement, with darker shades representing higher agreement.)

	Public Sector	Private Sector	Not-for-Profit / Charity Sector
1	Cost Reduction Programmes	Organisational Restructuring	Organisational Restructuring
2	Organisational Restructuring	Cost Reduction Programmes	Cost Reduction Programmes
3	Culture Change Programmes	Implementation of New Technology / Systems	Implementation of New Technology / Systems
4	Implementation of New Technology / Systems	Introduction of New Products / Services	Culture Change Programmes
5	Redundancy – Voluntary	Culture Change Programmes	Introduction of New Products / Services

Table 2: Comparison of top five organisational change activities across sectors in 2015

[1] CMI's latest *Future Forecast* report (December 2015) has more on managers' expectations about cost-cutting and redundancies in 2016. www.managers.org.uk/futureforecast

2. THE IMPACT OF THE CHANGING CONTEXT FOR ORGANISATIONS AND MANAGERS

Key Findings: Many managers report that change is having negative effects on financial performance, turnover and absenteeism. Only 27% of managers say productivity has increased as a result of change, just 20% report that decision making has become faster and only 36% say that financial results have improved.

Across all surveys conducted in *The Quality of Working Life* series since 1997, it has been clear that organisational change has a significant impact on managers' experiences at work.

We asked managers who had experienced change at work for their views on its impact on their organisation as a whole (Figure 3). Generally managers' perceptions of the impact of change were not favourable, as has been the trend in previous surveys. However, there were some minor improvements in the results compared to 2012.

50% of managers did not think decision-making was any faster (54% in 2012) and only 27% of managers agreed that productivity had increased in 2015 (25% in 2012).
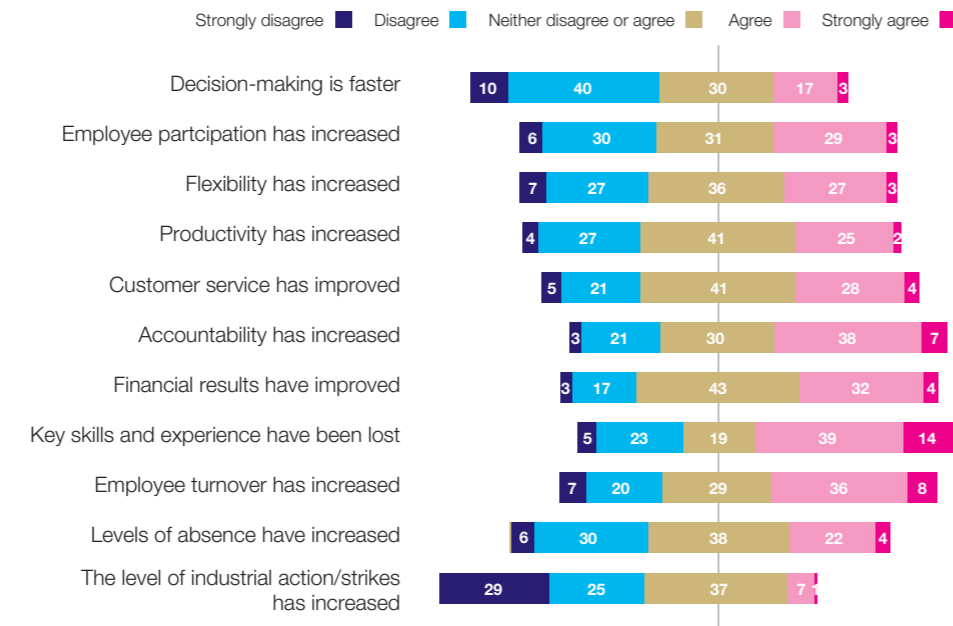
Worryingly, there was an increase in managers reporting that absence levels had increased (up from 23% in 2012 to 26%). It is concerning that a rising trend for absenteeism exists in what appears to be a healthier climate. This may be linked to working hours and the volume and pace of work, all of

which are perceived to be increasing.

Only just over a third (36%) agreed that organisational change has resulted in improved financial results.[2] More managers thought employee turnover had increased (39% in 2012).

Figure 3: Impact of organisational change on organisations

Managers' Perceptions of Senior Management

Key Findings: In 2015, perceptions of senior management were slightly improved. Trust and confidence in senior management has increased by 9% since 2012, but remains relatively low. However, only 28% of managers feel that senior managers in their organisation are managing change well. That's even lower than the previous low point recorded in 2012 (30%).

Managers in 2015 are more favourable toward senior management compared to previous years (Figure 4). Given the increased levels of organisational change, it is striking that the survey records a decline in the perceived effectiveness of senior leaders in managing change. Only 28% say change is managed well by senior leaders, down from 30% in 2012, which marked a low point. This continued decline highlights an area for attention. Senior management need to re-focus on involving managers in organisational change, allowing them to influence its direction and implementation.

In other ways however, managers' views on senior leaders show some improvement.

- More managers feel that senior managers have trust and confidence in them (up from 62% in 2012 to 77% in 2015).

- 52% of managers reflected positively on their trust and confidence in their organisation's senior managers (an increase of 9%). It is still concerning that only around half of managers feel this way.

Attitudes towards senior management can be differentiated by business size. Those in microbusinesses (1-10 employees) report higher levels of trust and confidence in senior management (86%) than those in larger businesses. Trust was lowest in organisations with more than 500 employees; organisations with both 501-1,000 employees and over 1,000 employees showed comparable levels (45% and 46% respectively).

Reflecting patterns emerging in 2012, perceptions of senior management were more favourable in the charity/ not-for-profit and private sectors when compared with the public sector. This may have been unsurprising in 2012 considering the government's austerity measures. However in the current context, when such measures are still apparent in the public sector, it is interesting to note that these managers reported the largest improvement in trust and confidence in senior management (up from 30% in 2012 to 42% in 2015).

Although disappointing, the low trust and confidence overall could be a reflection of the perception that senior managers are responsible for poor management of change. If there is little faith that the process will be managed well, it is unlikely that organisations will gain the necessary support to move ahead effectively– even where change is associated with investment.

A continued feeling that change is not managed well in organisations suggests senior managers need to be more innovative in identifying different approaches for achieving change that will enable them to sustain recovery and growth. Allowing managers more scope in delivering change may improve perceptions of change management, and further improve feelings of empowerment and trust.
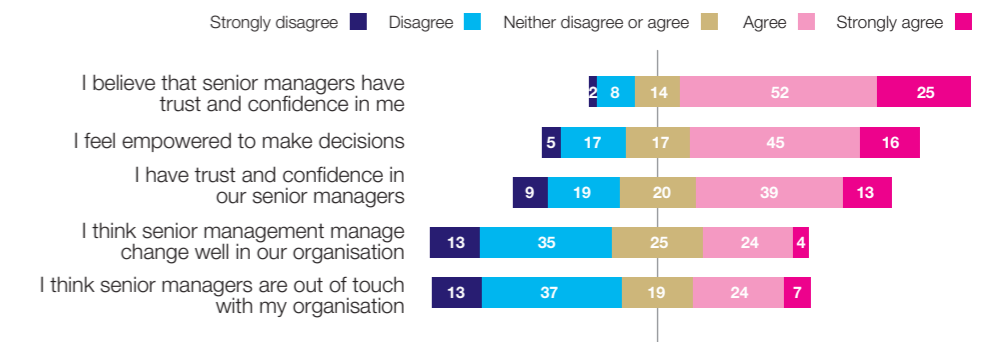

Figure 4: Perceptions of senior management in 2015

Imperial College London

CREATING A CULTURE SHIFT

Leyla Okhai – Head of Equality,
Diversity and Inclusion at Imperial College London

"If people are happy and positive in the workplace you're going to see innovation and great results. Why wouldn't you want that?"

Leyla joined Imperial's Organisation Development department in 2012 initially to support disabled members in the 8,000-strong workforce. At the time the College was starting to increase health and wellbeing awareness among staff.

The aim was to change the culture – from the rather 'closed' community that characterises traditional academia to a more open culture in which there is space to talk about issues that might stand in the way of healthy and happy personnel that are satisfied in their job. "The first step was to start the conversation with staff – making them comfortable talking about things that were affecting them."

Three years on Leyla says the change is striking: "A culture shift has started to take place, driven by the message sent out by the Equality, Diversity and Inclusion team to managers and leaders: staff health, happiness and job satisfaction matter."

It's empowering for staff to know they have a support network to fall back on, and they can play an active role in encouraging colleagues to use it. Leyla: "Culture change doesn't happen overnight. But the fact that the senior leadership team has recognised the importance of it has caused a shift."

Leyla trained as a Mental Health First Aid instructor in May 2013 and delivered pilot training in June and July of that year. This resulted in a great interest and appetite to discuss mental wellbeing further. It also led to her putting together an action plan for the Time to Change Pledge to be signed. The pledge was signed by the College's Vice-Provost of Education at the time, who spoke openly about her family's experiences

with mental ill health. Her leadership encouraged others break down the stigma and continue the conversation. "Now that senior leaders have openly said that mental health is an important issue, others have bought into it. It's created a shift in thinking."

There are now 150 mental health first aiders who give advice and support to colleagues. They are trained on an ongoing basis to talk to people who are experiencing stress or mental ill health in the workplace – they signpost, guide and advise. Leyla has also set up Conversation Cafés, where staff come together to listen to a colleague's mental health journey, and set up a high level mental health steering group to drive awareness and uptake of the support available to academic staff.

Imperial also has a wide range of systems and initiatives in place to promote staff wellbeing. "There are a lot of examples, from an in-house occupational health team to healthy living courses that include nutritional and weight loss advice. We also have a helpline for managers, maternity and paternity workshops and an in-house mediation service to resolve conflicts before they reach a crisis point." Imperial also host a number of events, such as National Stress Awareness Day, Mental Health Awareness Day and an ongoing Reclaim Your Lunch Break campaign.

Staff feedback on the initiatives has been very positive. Courses are always oversubscribed; interest in becoming a volunteer is increasing. The latest staff survey showed that 80% of staff are proud to work for Imperial. Leyla is confident that a positive shift in attitudes toward health and wellbeing is occurring – and that it is here to stay.

The Personal Impact of Organisational Change

Key Findings: Managers believe that morale and sense of job security are still the areas where organisational change has the most impact on employees. The majority of managers felt the volume and pace of work had increased – although their job satisfaction has improved. Line managers have a critical role to play in driving employee engagement, motivation and wellbeing. The most worrying finding is the large proportion of managers who are wary about taking time off due to illness.

The focus of *The Quality of Working Life* research is to understand the impact of changing work environments on employees. How does change impact on a manager's job satisfaction and working life?

As in previous surveys, we asked managers who had experienced some form of organisational change about the perceived impact on employees (Figure 5). In 2015 the effect of change was largely comparable to 2012, with minimal improvements in some areas. Organisational change is still considered to have the most significant effect on morale, sense of job security and motivation. These negative feelings are likely to be linked to the fact that less than a third of managers believe

that senior managers are able to manage change well.

Managers in 2015 felt that the volume and pace of work had increased as a result of organisational change. Although based only on managers' perceptions of work rather than an objective measure, it is still an important finding when we consider the implications for managers' wellbeing: a sense of needing to work harder and faster has direct consequences for the experience of stress.

These figures are relatively comparable to 2012, highlighting that despite a more positive economic outlook where both voluntary and compulsory redundancy has reduced (from 53% and 42% respectively to 37% and 28%), managers still feel the demands on them are high. The impact of change on managers' views about the volume and pace of work may explain their longer working hours and perhaps the sense of needing to remain 'connected' to work via email (see Section 4).

Job Satisfaction and Engagement

So, organisational change continues to impact on how managers are feeling in their daily working lives, but has it influenced how they feel about their jobs in general? On the whole, the latest results show managers reflecting slightly more positively on their organisations, including a 12 percentage point increase in job satisfaction.

There were small increases in a number of key areas regarding managers' views on their workplace and levels of engagement (Figure 6), which bodes well for continued progress in an improving economic climate.

- Overall job satisfaction improved from 55% in 2012 to 67% in 2015, representing an improvement on the previous period. Encouragingly, it also exceeds satisfaction levels reported before the financial crisis in 2007 (62%).

- The percentage of managers who thought that their organisation was a good employer in 2015 (69%) returned to the same proportion as in 2007 (69%) following a period of decline in 2012 (64%).

- The percentage of managers who felt fairly treated by their organisation increased to 62% from 54% in 2012.

- Over 75% of managers felt proud to work for their organisation – an improvement on 2012 (64%) and 2007 (68%).

The results suggest that change has not negatively influenced managers' feelings towards their employers,
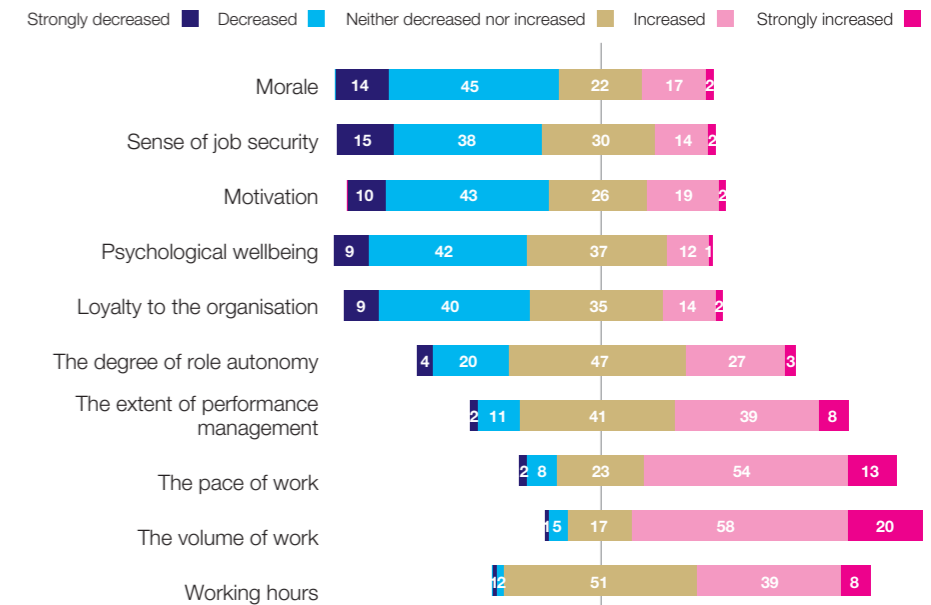
Figure 5: The impact of organisational change on employees
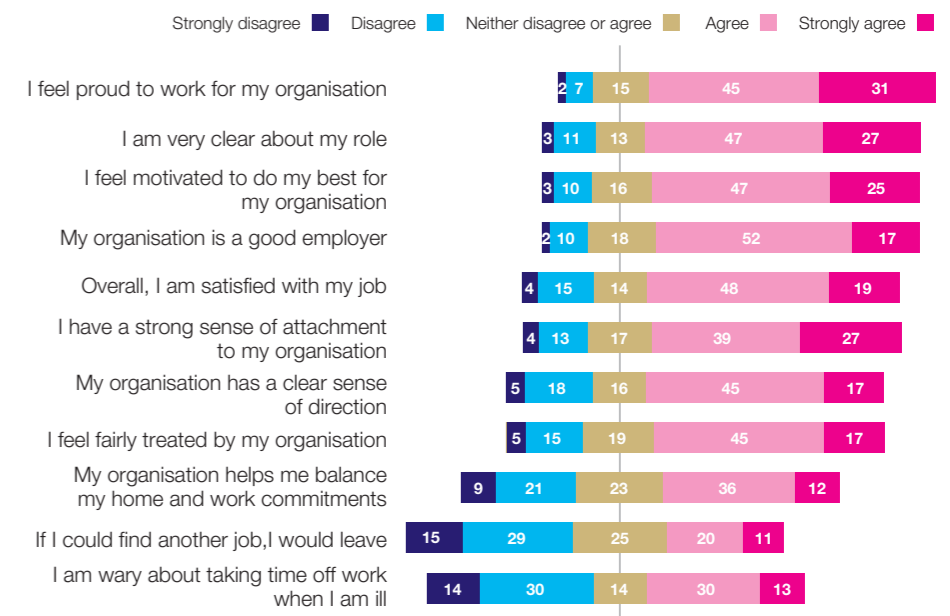
Figure 6: Managers' feelings about their organisation

despite their negative opinions on change management. It is positive that areas such as job satisfaction, perceived fairness and a sense of pride have been restored or exceed pre-financial crisis levels. Slightly fewer managers reported that they would leave their organisation if they could find another job and slightly more indicated that they wouldn't. These changes suggest engagement has improved and may not be the source of rising absenteeism, which could instead be due to the changing nature

of work and longer hours worked.

Whilst the improvement in managers' job satisfaction is welcome it is still disappointing to find that 43% of managers feel wary about taking time off for illness.[3] This figure represents the largest element of discontent across measures of satisfaction and engagement. The result is more pronounced for women: almost 10% more feel this way compared with men – 48% and 40% respectively. This may require further investigation by

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[3] The 2012 survey statement referred to 'Employees' being wary of taking time off, whilst the 2015 survey statement referred to 'I feel wary…'.

organisations. Women may be more reluctant to take time off for fear of other negative outcomes (e.g. limited career progression) rather than concerns over work-life balance. In this area their attitudes are more similar to those of men: half of female managers agreed that their organisation helped them to balance home and work commitments, similar to the figure for men (47%).

The extent to which managers felt motivated to 'do their best' for their organisation was similar to 2012. Whilst managers were more engaged with their organisations in 2015, creating a sense of motivation still presents a challenge to organisations. This shouldn't be overlooked as motivation is a pre-requisite for productivity, influencing future stability and growth. Similarly, organisations should consider managers' concerns regarding taking time off and the impact of this on their sense of satisfaction at work and their productivity if working during a period of poor health.

Job Satisfaction and Seniority

Managers' perceptions of their organisation differed by levels of seniority: Directors and above have a very different experience of organisational life. Figure 7 shows that managers working at these more senior levels have far more positive perceptions of their organisations compared with those at lower levels.

These patterns are also apparent in relation to experiences of change. Directors and above perceive the impact of change to have been more positive in relation to motivation, morale, job security and sense of psychological wellbeing than other levels. They are also less likely to acknowledge the downside of change (e.g. impact on absenteeism).

Such differences lead to questions around senior managers' sensitivity to the effects of change on the workforce.
Productivity

Figure 7: Feelings about the organisation compared by levels of management

Concern over productivity has plagued organisations for a number of years, with evidence showing that the UK lags behind many of its competitors – making the 'productivity challenge' a particular focus for policy-makers in 2016. With further insight in this area, organisations can begin to identify means for improving productivity and ultimately organisational performance.

We asked managers how productive they had felt in their job over the last three months. As shown in Figure 8, and in a similar pattern to 2012, there were comparable proportions of managers reporting 100% productivity and those reporting less than 70% productivity.
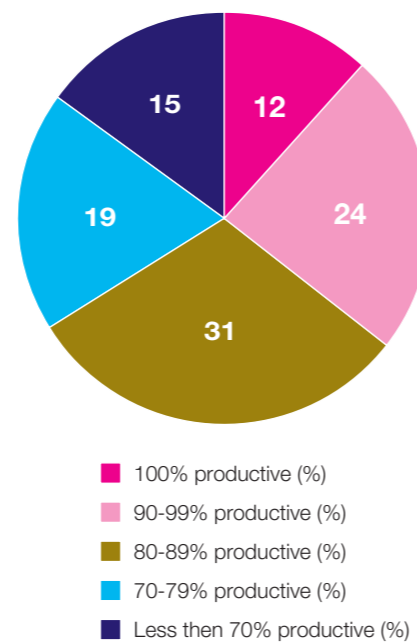

- 100% productive (%)
- 90-99% productive (%)
- 80-89% productive (%)
- 70-79% productive (%)
- Less then 70% productive (%)

Figure 8: Self-reported productivity – *'Over the last three months, roughly how productive have you been?'*

Levels of productivity were found to relate to wellbeing outcomes. The largest proportion of managers reporting no stress at all over the previous three months were those who reported their productivity as being at 90-99% (35% of managers). Perhaps not unexpectedly, managers experiencing stress most often (27%) were those who reported their productivity as being below 70%.

Although we cannot determine the cause and effect, it would be reasonable to suggest that a feeling of reduced productivity could cause feelings of stress and vice versa. This provides further reason for organisations to manage stress in the workplace if the productivity 'gap' is to be closed.

loopdynamic

HEADHUNTERS WITH A PASSION FOR THE GYM

Katy Garnell – HR and Operations Manager, Loopdynamic

"Healthy body; healthy mind. Exercise produces endorphins, reduces stress and improves energy. And that's the sort of thing we want our guys to have in the fast-paced and high-pressured environment they work in."

Loopdynamic is a small, European technology headhunting business in London with around 30 employees. It's young and it's fast-paced. Employees have daily KPIs that need to be met and they are expected to deliver.

Katy: "Like other recruitment businesses, we're no different in that respect. But we know that that the traditional way of working – everyone in their own little pods talking on the phone without interacting – doesn't work."

So Loopdynamic are doing things differently. From the very beginning in 2011 the company has focused on integrating fitness and wellbeing in the company strategy. This is how it became part of the DNA of the business.

Because the company is small, employee health and wellbeing is easy to shape into what its people want. Where some companies would encourage its employees to move around the office, Loopdynamic have taken it to the next level strongly emphasising physical fitness both within and outside the sales floor.

Employees are encouraged to include gym time in their working day – everyone is offered a corporate membership at a local gym. If they go at lunch time, they get a 90 minute lunch break – instead of the customary hour. Often a whole group of colleagues will go together.

"When they get back, you can really tell the difference. When they're making their calls they're energised, which increases their productivity. It shows in their stats and KPIs we track. You can clearly see the productivity levels go up after lunch."

Trust is important in order to make this work. Knowing the impact that exercise has on their people, managers trust them to use it to their advantage. They encourage employees to understand what works best for them and empower them to do what helps them perform at their best. This mentality has a great impact on internal relationships: it makes for open communication and a non-hierarchical structure.

Katy: "I'm a part-time personal trainer and the managing director is a regular attendee in my classes. In spin class I'm the boss, but back at work it's back to business."

"For Loopdynamic the current formula – of offering access to the gym and health, wellbeing and nutritional advice – works. Absence levels are low and energy levels are high. That's exactly what you need in this business."

3. MANAGEMENT STYLES, LINE MANAGEMENT CHALLENGES AND ENGAGEMENT

Understanding the impact of different management styles will enable managers to identify effective approaches for engaging with their direct reports, benefiting individual wellbeing and organisational performance.

Evolving Management Styles

Key Findings: Managers largely look favourably at their line managers' management styles. Accessibility, empowerment and trust are identified as the prevalent features. But this is not universal. Where organisations are growing, managers tend to be accessible, empowering and trusting. Declining firms are relatively more likely to have secretive, risk-averse and authoritarian managers.

Examining the differences in reported management styles by organisational context produces some encouraging findings (Table 3). Firstly, an accessible style of management was most prevalent in all organisations regardless of economic health. This is reassuring when we consider that in 2012, managers felt the prevailing styles of management in their organisations were most commonly 'command and control' styles, authoritarian and bureaucratic.[4]

Figure 9: Prevalence of line management styles

Positive management styles were more prevalent in growing organisations. Whilst such styles were also commonplace in even the rapidly declining organisations, this may be outweighed by the presence of more negative styles. The prominence of a secretive management style may explain the distinct lack of trust in senior management in these organisations – only 12% of managers in rapidly declining organisations agreed that they had trust and confidence in senior management. This style is characterised by a lack of open communication and may also influence beliefs about how well change is managed, further highlighting the impact of ineffective management.
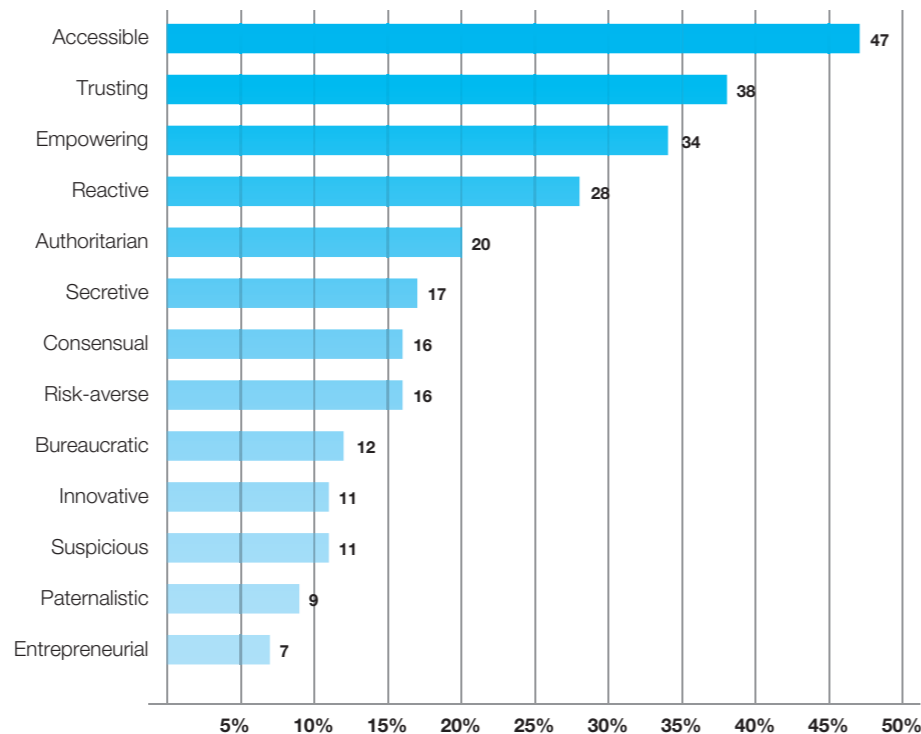
[4] The questions differed in terminology: "How would you describe the prevailing management style in *your organisation*?" in 2012 and "How would you describe the management style of *your line manager*?" in 2015. This means the results are not directly comparable. People may be more generous in rating their own line managers compared to their organisations in general, because of the closer personal connection.

Flamingo

EMPLOYEE EMPOWERMENT IS KEY

Diane Foster – HR Director, Flamingo

"Our commitment has always been to empower talent and to keep our employees inspired, engaged and challenged. This attitude has everything to do with ensuring employees are healthy and happy. One of our main strategies is to give employees a rich and rewarding work life, and we firmly believe that both personal and professional development are the way to do that."

Flamingo is a multiple award-winning[1] global insight and strategy consultancy. It was founded in 1997 and now has around 300 employees spread over seven offices around the world. The company is growing consistently both financially and in people terms.

The reason Flamingo keeps growing and winning awards is not only down to the work that they do – but also the caring and nurturing culture that they do it in.

Empowerment

From the very beginning, when founders Maggie Collier and Kirsty Fuller (now co-CEOs) started the company, Flamingo has been a non-political, non-prescriptive and collaborative company. The power is not in one place; the culture is very inclusive.

As Diane says: "Our annual Expo event brings everyone together from all levels in the company to an overseas location to develop team spirit, share ideas and provide a common sense of purpose, community and inspiration."

The culture and environment are also very flexible. There are many flexible working arrangements in place, and Flamingo won a Mumsnet Gold Award in 2014 after the company culture was rated by an external survey as 97% supportive of those with families. As an example of how this policy operates in practice, one of the Directors recently enjoyed seven months extended paternity leave.

The result is a culture of empowerment where people enjoy the autonomy and ownership of work and are being given free rein to share ideas and use their creativity to its full potential.

The focus is very much on sharing and connecting with colleagues around the world – and with the world itself. "Culture is part of our DNA. I'm very proud of our company spirit, progressiveness and entrepreneurialism", says Diane.

She believes that Flamingo's culture has a very positive impact on how its employees feel and behave – and how productive, happy and satisfied they are in their jobs. It is seen as one of the most important factors contributing to employee health and wellbeing.

Developing managers and leaders

Part of Flamingo's inquisitive culture is to offer plenty of opportunities for training and development, which includes management and leadership training. One example is the Training and Inspiration programme, which is focused on junior staff members and consists of 20 sessions on core skills.

The programme is run by their colleagues from all parts of the business. Another is the Global Connect Initiative, which brings employees from across all offices together to tackle tasks as a team and learn new techniques and approaches. And then there's the upcoming Leadership School, bringing current and future leaders from across Flamingo offices together for four days in London in April 2016.

Training and development initiatives involve people in different teams and across different levels, ensuring constant collaboration and learning opportunities. Again, this is seen as a very important way of keeping employees inspired and engaged.

Health and wellbeing are fully integrated

There's no such thing as 'health and wellbeing' training, because it is an integrated part of everyone's job description. "By giving something a specific name there's the risk it becomes separated from everything else, or 'just an HR thing'. It isn't. Taking care of yourself and others, and talking about things that are bothering you, should be part of everyday working life." Employees know they can speak up at any time to anyone in the organisation.

HR have overarching strategies and procedures in place as any other big company does, but it's the individuals and the teams that make them work. Often potential issues can be solved without HR ever being involved. "Giving employees autonomy in this area too is very empowering – and makes HR's job easier too."

Flamingo is proud of how they do things – and confident it's the only way to run a successful business: "People are how we deliver business. If you train, nurture and take good care of them they become the business talent of the future – and help build our culture both within and outside the company."

[1] Sunday Times Training and Development Awards: 2014, 2013, 2012
MRS Awards Best Agency: 2015, 2014, 2009, 2006, 2003
MRS Awards Best Place to Work: 2014, 2012 (2013 – Highly Commended)
Mumsnet Family Friendly Gold Award: 2014

"Health and wellbeing isn't 'just an HR thing'. Taking care of yourself and others should be part of everyday working life."

Although we can't say if one causes the other, it is interesting to consider the association between more constructive styles of management and increases in job satisfaction, engagement and confidence in senior management.

Perceptions of Line Managers

*Key Findings: **Managers were more positive about the mutual trust between employees and line managers. Discontent was most apparent in relation to talent development activities. Managers felt their personal development was not taken seriously (28%) and a third reported feelings that their manager had not received appropriate training.***

In previous reports the impact of line manager relationships on job satisfaction has been highlighted. The quality of line management relationships in particular is identified as having a key influence on job satisfaction – so we expanded the survey questions on the line manager relationship.

Perceptions of line managers were generally positive with small improvements (Figure 10). Strikingly, nearly two thirds of managers (62%) reported that their line management relationship had a positive impact on their wellbeing.

With some concerns existing over the level of trust in senior management, a sense of mutual trust and confidence was much more apparent between respondents and their line managers.

Two thirds of managers agreed that their organisation's approach to management and leadership development consisted of training for new line managers (66%) and support for ongoing development (69%). However, there was discontent with the provision of talent management and development activities: 28% of managers do not think their line manager takes their personal development seriously and 36% do not receive regular feedback. Although

	Declining Rapidly	Declining	Stable Growing	Growing	Growing Rapidly
Accessible	37	41	48	52	50
Trusting	25	35	38	42	44
Empowering	20	30	31	41	46
Reactive	27	31	29	22	33
Authoritarian	29	22	20	18	18
Secretive	38	20	15	16	9
Risk-averse	27	18	17	13	10
Consensual	13	15	17	17	12
Bureaucratic	19	15	14	8	8
Suspicious	17	14	10	8	8
Innovative	5	7	11	14	13
Paternalistic	5	9	12	7	6
Entrepreneurial	0	4	5	9	18
Merger/acquisition	19	15	16	23	23
Offshoring	14	5	5	7	12
None of these	0	1	3	3	4

Table 3: Prevalence of management style by growing/declining organisations (Percentage agreement, with darker shades representing higher agreement.)
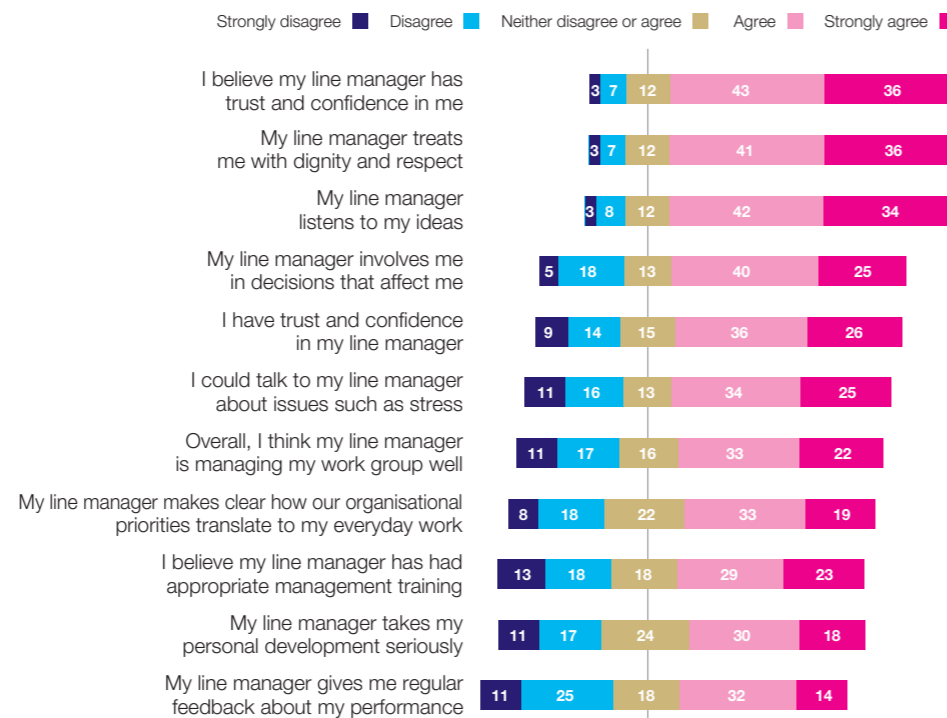
Figure 10: Perceptions of line managers

more managers agreed than disagreed in both cases, the disagreement from almost a third of the workforce in relation to each area suggests there is still room for improvement. Organisations may benefit from

a renewed focus on appropriate initiatives to equip managers with the skills needed to perform effectively, particularly considering the impact of poor management style on productivity.

The Personal Impact of Management Style

*Key Findings: **More open, empowering management styles are connected to lower levels of stress, higher job satisfaction and greater personal productivity than more 'command and control' styles. The worst management styles generate up to four times more stress than the best. The best management styles drive job satisfaction levels up to 2.5 times higher.***

We also reviewed the impact of different management styles on stress, job satisfaction and productivity. We found that those who reported their managers as having a positive management style also reported more positive outcomes such as less stress, higher job satisfaction and higher productivity. Figure 11 shows that managers reported experiencing higher levels of stress when their line managers demonstrated more negative management styles characterised by, for example, suspicion (70%) versus trust (41%).

Managers with positive line managers report higher job satisfaction than those with negative line managers (Figure 12). An innovative management style was found to be the strongest driver of engagement, with a suspicious style most likely to reduce it.

Similarly, higher productivity was reported by those who identified their line managers as having positive rather than negative management styles (Figure 13).
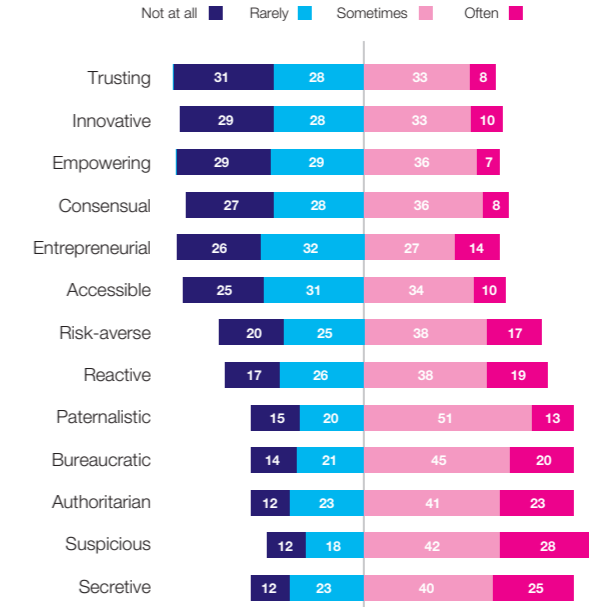
Figure 11: Self-reported experience of stress by management style.
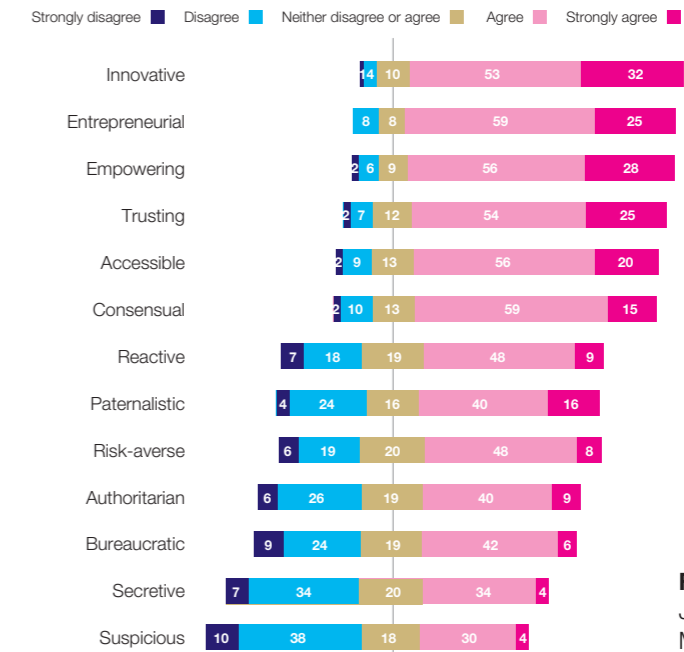
Figure 12: Self-reported Job Satisfaction by Management Style

Figure 13: Self-reported productivity by management style

Management Style and Engagement Levels

As in 2012, we developed an engagement index based on five items within the questionnaire. The engagement index was utilised to explore the impact of management styles on levels of employee engagement.[5] Further highlighting the impact of managerial styles on employee outcomes, Figure 14 shows the link between positive styles of management (e.g. empowering) and higher levels of employee engagement. Likewise, lower engageme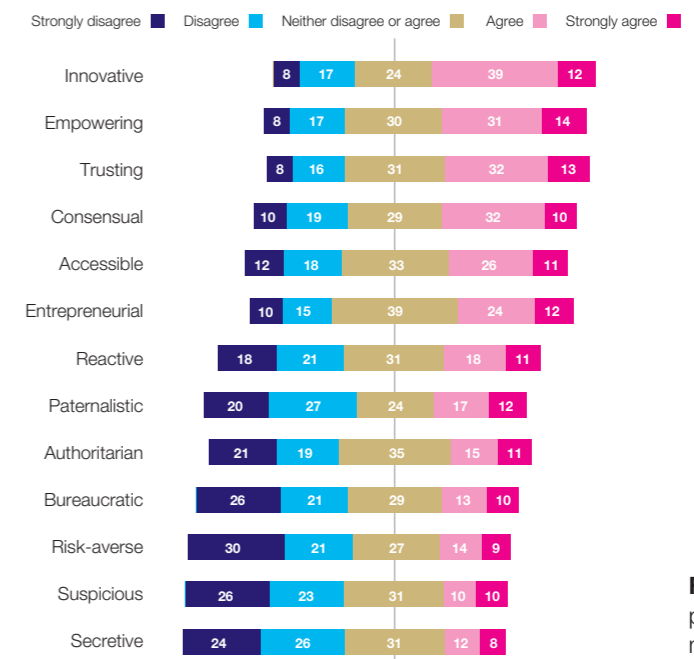nt is associated with more negative managerial styles. Given that engagement may be a key factor in motivating employees to 'go the extra mile' at work, these findings reinforce the importance of management style.

Organisations should consider how to create more positive management styles via training and development initiatives and support their managers to adapt these styles as required. They should also recognise that some styles may be more appropriate in particular organisational contexts (e.g. the need for innovative management during rapid growth).

What's the main driver of employee engagement?

Analysis of the results makes clear that 'intrinsic' factors (e.g. sense of achievement, feelings of belonging to a team) are more critical than 'extrinsic' ones (e.g. reward) – see Table 4.

This has powerful implications. If employees are more engaged by their sense of enrichment at work, gained through role autonomy and trusting colleague/line manager relationships, this has clear consequences for organisations' reward and recognition policies – and for how they manage.
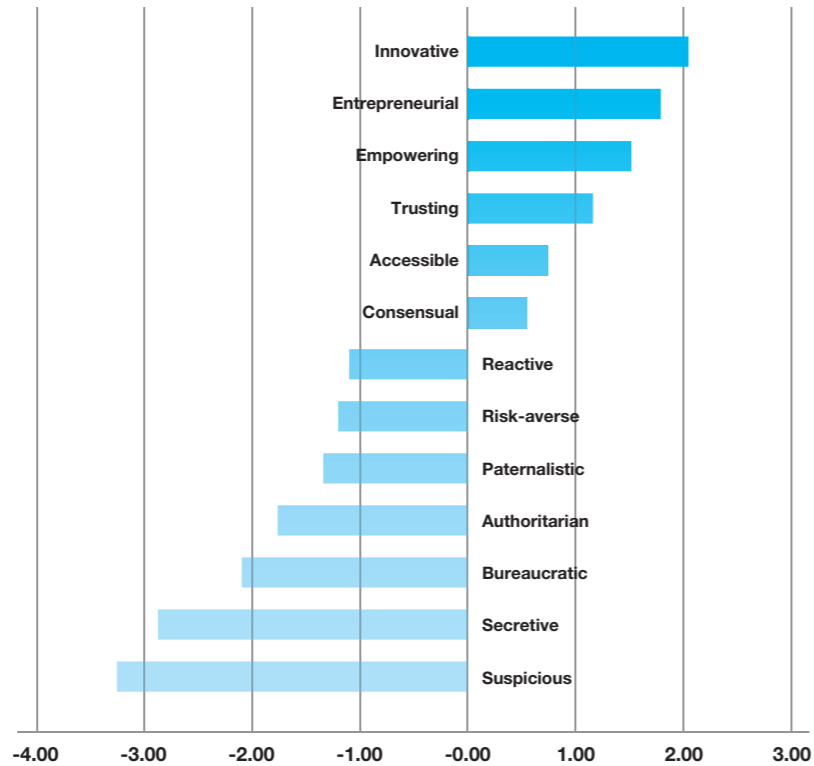
Figure 14: Managerial styles and levels of engagement

	Engagement Drivers		Engagement Inhibitors
1	The sense of achievement you get from your job	1	Your ability to decide how to get jobs done yourself
2	Your sense of feeling part of a team	2	The sense of achievement you get from your job
3	Your relationship with your line manager	3	The amount of training you have received
4	Your ability to decide how to get jobs done yourself	4	Your sense of feeling part of a team
5	Your prospects for career enhancement	5	Your relationship with your line manager

Table 4: Top five drivers and inhibitors of engagement

4. MANAGERS' WORKING HOURS IN A DIGITAL ERA

A good work-life balance and sufficient time for non-work activities are important to ensure people are able to recover from the demands of work. Having little time to renew energy is associated with negative outcomes, both at work (e.g. reduced job satisfaction) and personally (e.g. increased risk of burnout). We explored changes in working hours and the extent to which they leave managers feeling overloaded. The following section looks at managers' working hours and the impact of connectivity in an increasingly digital era.

Key Findings: Managers' contracted working hours have risen by one hour daily compared to 2012, which is equivalent to an additional 29 days extra each year. That's more than the typical annual leave entitlement. Overall, 92% of managers work longer than their contracted hours. This pattern has resulted in a third of managers feeling 'overloaded' and a perception that long working hours are something they have 'no choice' about.

This year's survey found comparable results to previous years with regards to working hours. The average number of contracted hours was 38, an increase of one hour from 2012, with the most commonly reported actual hours worked being 41-48 hours
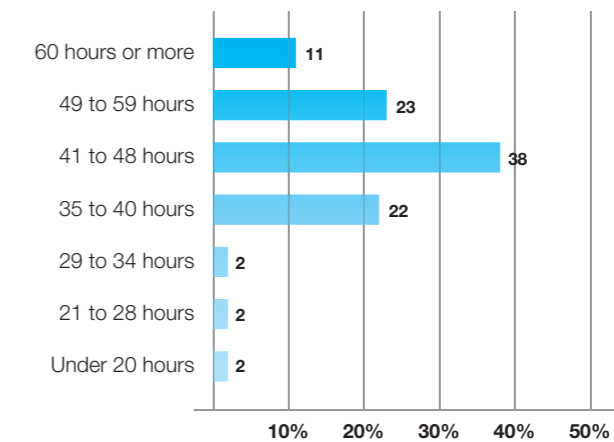
Figure 15: Summary of actual hours worked in 2015
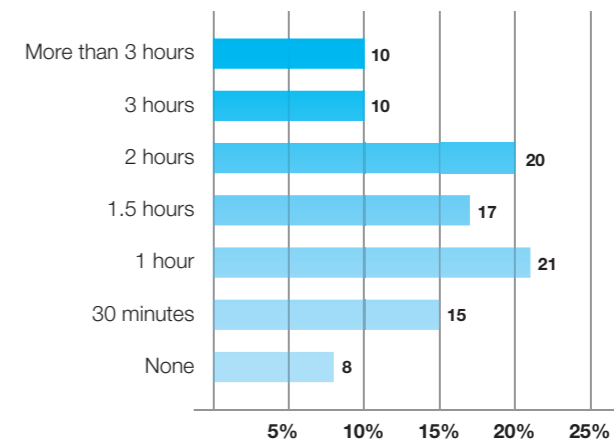
Figure 16: Summary of excess hours worked in 2015

(38%; see Figure 15). Unsurprisingly then, 92% of managers reported working over their contracted hours (90% in 2012), with 77% saying this was an hour or more in excess of their contracted hours on an average day (see Figure 16).

[5] In Figure 14, scores are standardised (z-scores) and range from -4 to +3, with positive scores lying above the population mean and negative scores below the population mean.

If a manager works just one extra hour daily, this equates to 29 extra days per year[6], which is more than the typical annual leave entitlement.

Table 5 shows that those at a higher job level (e.g. Director) reported working more hours in excess of their contracted hours compared to those at a junior level. In fact, the pattern demonstrated is that increasing management seniority is associated with longer working hours.

Similarly to 2012, 42% of managers report they have a lot to do but are not overloaded compared to 40% in 2012 (Figure 17). However a third of managers still report feeling overloaded by having too much work. Only around a quarter of managers feel they have the capacity to do more work or that they have the right amount of work to do. This means most managers are working at maximum capacity. This has implications for organisations' reliance on management to drive forward improvement to sustain recovery and growth.

As shown in Figure 18, only about half of managers feel that they choose to work additional hours, and the majority feel that it is a necessity given their deadlines. These findings are unsurprising given the high proportion of managers reporting that there has been a significant increase in the volume and pace of work.

Where positive management styles (e.g. accessible and trusting) were reported, there were similar proportions of managers not working in excess of their contracted hours and of those working more than three hours extra. It is reassuring that these styles are associated with an avoidance of excessive hours – and it may be that the 54% of managers who choose to work more feel empowered and enthused to do so. Whilst this offers a more encouraging explanation, we should not forget the harmful impact excess hours can have, even if managers feel this is their choice.

	Director or above	Senior Manager	Middle Manager	Junior Manager
None	7	6	8	11
30 minutes	6	7	17	31
1 hour	14	18	23	25
1.5 hours	12	21	19	11
2 hours	26	24	17	13
3 hours	14	11	10	4
More than 3 hours	21	13	7	5

Table 5: Average excess hours worked per day by seniority level
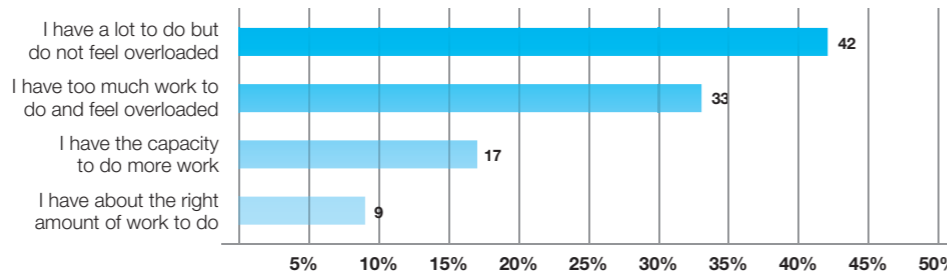
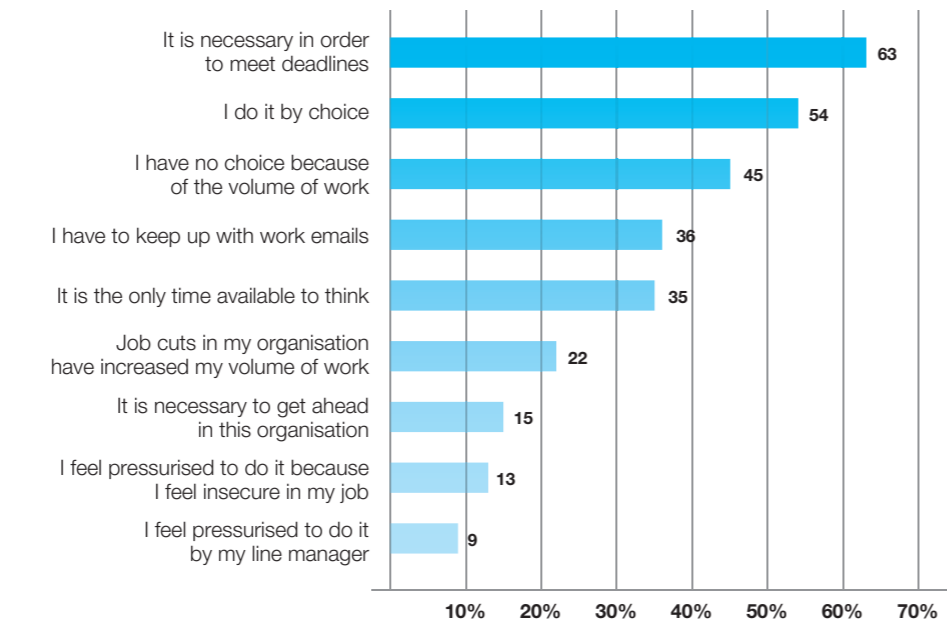**Figure 17:** Managers' feelings about their working hours

I have a lot to do but do not feel overloaded: 42
I have too much work to do and feel overloaded: 33
I have the capacity to do more work: 17
I have about the right amount of work to do: 9

Figure 18: Reasons managers work beyond their contracted hours

It is necessary in order to meet deadlines: 63
I do it by choice: 54
I have no choice because of the volume of work: 45
I have to keep up with work emails: 36
It is the only time available to think: 35
Job cuts in my organisation have increased my volume of work: 22
It is necessary to get ahead in this organisation: 15
I feel pressurised to do it because I feel insecure in my job: 13
I feel pressurised to do it by my line manager: 9

[6] Based on working 5 days/week, 8 hour days and annual leave comprised of 20 days' holiday and 8 bank holidays.

The Impact of Working Hours

Key Findings: **54% say that working hours are resulting in greater stress levels, although that's slightly fewer than in 2012 (59%). Stress was more than three times as common among those working long hours: 20% of those working over three hours a day extra said they are often stressed, compared to only 6% of those working no additional hours. However, 67% of managers say that overall they're satisfied with their jobs, substantially more than in 2012 (55%) or even 2007 (62%).**

As shown in Figure 19, we asked managers about the effect of their working hours.

Around half of managers reported a negative impact on exercise, stress levels, social life, psychological and physical health. The negative effects were generally either reduced or similar to the 2012 findings. This may be considered a reflection of positive trends emerging elsewhere, however it continues to present a consistent message regarding the need for managers to adopt a better work-life balance.

There was no significant difference between men and women in the reported effect of working hours. The only factor that did show a more pronounced difference was managers' relationships with their children where – perhaps surprisingly – 44% of male managers reported negative effects compared to 36% of female managers.

As shown in Table 6, the majority of managers who said they did not work in excess of their contracted hours 'agreed' or 'strongly agreed' that there were satisfied with their job (67%). However, the overall picture in relation to job satisfaction may be more complex: there are also high levels of satisfaction among those who do work over their contracted hours.

For instance, over half of those managers who typically work 30 minutes or an hour more still agree (53% and 52% respectively) that they are satisfied with their job. This starts
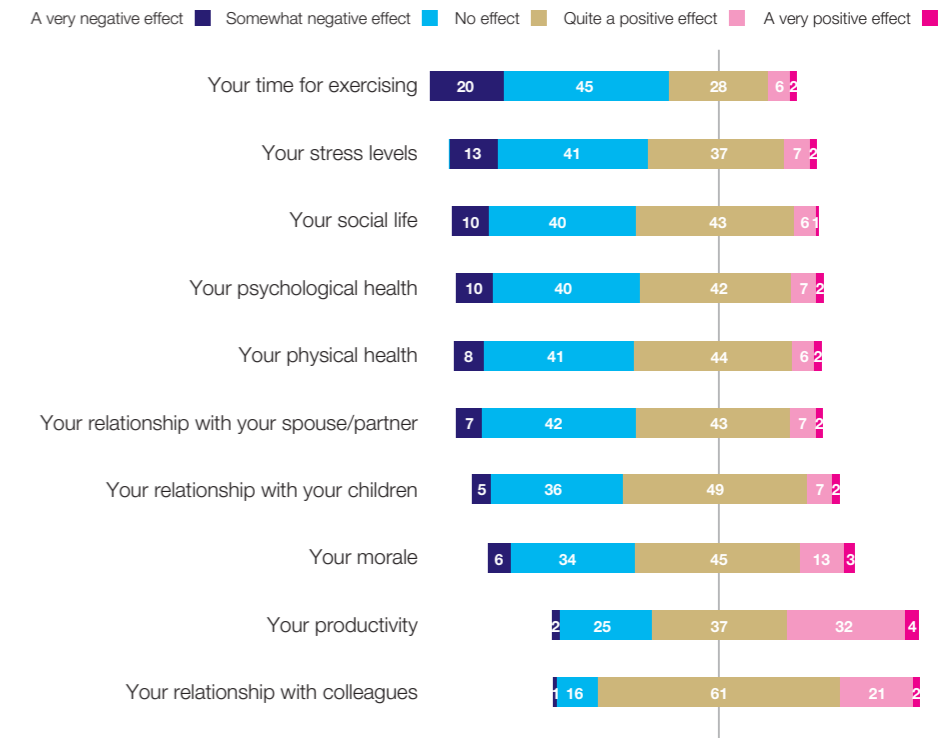

Figure 19: The effects of working hours

Legend: A very negative effect, Somewhat negative effect, No effect, Quite a positive effect, A very positive effect

Your time for exercising: 20, 45, 28, 6, 2
Your stress levels: 13, 41, 37, 7, 2
Your social life: 10, 40, 43, 6, 1
Your psychological health: 10, 40, 42, 7, 2
Your physical health: 8, 41, 44, 6, 2
Your relationship with your spouse/partner: 7, 42, 43, 7, 2
Your relationship with your children: 5, 36, 49, 7, 2
Your morale: 6, 34, 45, 13, 3
Your productivity: 2, 25, 37, 32, 4
Your relationship with colleagues: 1, 16, 61, 21, 2

Overall, I am satisfied with my job	None	30 minutes	1 hour	1.5 hours	2 hours	3 hours	More than 3 hours
Strongly disagree	5	5	3	5	2	5	6
Disagree	13	16	11	16	18	14	12
Neither agree nor disagree	16	11	15	14	13	17	19
Agree	38	53	52	50	48	43	42
Strongly agree	29	15	18	15	19	21	20

Table 6: Job satisfaction by average excess hours worked each day

Experience of stress	None	30 minutes	1 hour	1.5 hours	2 hours	3 hours	More than 3 hours
Not at all	40	24	24	21	19	25	18
Rarely	27	31	27	24	27	22	27
Sometimes	27	34	38	39	41	39	35
Often	6	11	12	16	13	14	20

Table 7: Experience of stress by average excess hours worked each day

to decline slightly with an increase in excess hours. The fact that 54% of managers working in excess of contracted hours by their own choice and 42% reporting that they have a lot to do but are not overloaded might explain why job satisfaction is not lower.

With a clearer pattern emerging, those working less overtime reported less stress (Table 7). This may be unsurprising when a large proportion

of managers feel their excess hours are a function of necessity, but it does reinforce the need for managers to find ways of managing workload within their contracted hours.

We also explored the impact of working hours on productivity. Among managers reporting the highest average working hours per week (60 hours or more), 100% productivity was reported just as often as productivity of less than 70%

ARUP

BUILDING A CARING COMPANY
Evan Davidge – Head of Reward, Arup

"Employees put an awful lot of psychological and intellectual effort into the success of their business, and a good business should be able to reciprocate in kind. That's what constitutes the modern-day psychological contract."

Arup is a global, employee-owned firm of designers, planners, engineers, consultants and technical specialists with over 4,000 employees across the UK.

A few examples of their impressive work include the Sydney Opera House and the London Aquatics Centre. The company prides itself on making a sustainable and positive difference in the world, which starts close to home – with making sure Arup's employees are in the best position possible, both mentally and physically, to do their job and enjoy doing it.

The first step

Arup's health and wellbeing approach was triggered by the realisation that large parts of its workforce were very hard-working and dedicated – but at the same time lacked understanding about the impact of their working life on their health. There was a culture of excessive working and poor life balance.

Head of Reward Evan Davidge: "We were spending a lot of money looking after and caring for our people, but we had no clear objectives and a disjointed approach. It wasn't sustainable."

A few straightforward calculations showed how having a sustainable and integrated health and wellbeing strategy makes business sense. Not only does it have an impact on the bottom line, it also improves engagement and productivity, reduces risks and costs, targets presenteeism and absenteeism and attracts and retains talent.

A new health and wellbeing approach

Arup wanted the approach to be holistic – and get away from the disjointed and fragmented approach that had been characteristic of how wellbeing had been managed in the business until then. In the new 'Total Reward' proposition, employees' quality of life sits alongside the quality of their work environment, a strong focus on people and personal development, and recognition for their work.

"Arupians have an independence of spirit that is reflected in their work. Our sustainable health and wellbeing strategy empowers them to harness this spirit for the benefit of shaping a better world together." Health and wellbeing is positioned not purely as an HR initiative, but as an integrated part of the organisation, aligned to the business values of shaping a better world and being a humane organisation.

The challenges: winning management buy-in

Of course, all change attracts opposition. First reactions from senior leaders to the new health and wellbeing proposal were that it was a 'soft proposition', which Evan and his group were immediately able to counter with tangible results in terms of business productivity and commercial success. The rock-solid evidence helped senior managers become more committed.

It then became a case of communicating and educating – both on a rational and emotive level. Arup did comprehensive communication campaigns around three key areas: psychological issues, cancer support and musculoskeletal problems. The campaigns were designed with their specific engineering audience in mind.

Everyone got access to an Employee Health Gateway so they could do a self-risk-assessment and calculate their own Health Age, where employees could compare their health age to their actual age by answering questions about their lifestyles. Evan: "Our mission was to make our company 1,000 years younger."

Getting employees actively involved and aware of their own health, and providing visible and immediate results, proved popular and successful. In addition, a large number of seminars were held where Arup employees were invited to talk about their experiences with, for example, cancer or mental health problems.

Evan spent three months travelling the UK, inviting employees to do a 15-minute biometric test (calculating things like their BMI and cholesterol). Employees who came up at risk were offered health coaching at the expense of the company. "It was a case of showing substantial commitment and investment: we're willing to put our money where our mouths are."

The role of line managers

The campaigns were a great way of getting people involved. They opened up the culture and cascaded the message through the company, crucially involving line managers. "Implementing a wellbeing approach starts with line managers. They need to embrace it. Without their support you're not going to get the stimulus and leadership you need to get things done."

Arup now offers training to equip managers with the tools to deal with employee issues that may arise. At the moment there's a recruitment drive for health champions: people with a genuine enthusiasm for the wellbeing of their colleagues who can network and share ideas. There's also a plan to train up mental first aiders, who will be equipped to signpost individuals experiencing stress, anxiety or depression and help them get referred into the "psychological pathway".

Arup wanted to empower employees to take control and responsibility for their own health – and the company would provide the resources and the support they needed to do that.

The results

Evan reports a tangible culture change, which he ascribes to increased openness as well as individual empowerment and responsibility when it comes to health and wellbeing. "The cultural blind spot has largely gone, because we put it out in the open and said: 'Look guys, it's okay to have issues you can't deal with on your own, it's okay to ask for help'."

Appropriately for a company full of engineers there's a strong focus on quantifying the measures and on collecting solid evidence. Arup has developed a Wellness Dashboard, which shows both the 'state of the nation' across the company and provides number-based evidence for future action.

One of the measures showed that there is an 18% reduction in health and wellbeing costs. Mental healthcare claims have gone up by 50% in the past 18 months, but the cost per claim has gone down by 75%. And utilisation of the Employee Assistance Programme, which offers cognitive behaviour therapy, has gone up from 4% to 17% over the past 18 months.

"It shows that we've increased awareness and people have cottoned on that early treatment or referral is absolutely essential. It's the cliché of 'prevention is better than cure', and that's exactly what the figures show."

What's more, Arup's success is not only recognised within but also outside the organisation. The company's growing collection of prizes now also includes Personnel Today's 2015 Best Health and Wellbeing Award.

How Technology Influences Working Hours

Key Findings: 61% of managers say that technology has made it difficult to switch off from work. Around one in five managers say they now check their email all the time outside of working hours; over half (54%) check frequently. This is particularly common among those in senior management positions. Whilst not perceived unfavourably by all managers, constant email accessibility and digital connectivity mean longer working hours for some.

A new survey area in 2015 examined the impact of technology on managers' working lives. Respondents were asked to indicate how often they check their emails outside of normal working hours (Figure 20).

When email checking was examined by job level (Table 8), senior managers were more likely to be checking emails outside of working hours than their junior counterparts.

This highlights a worrying finding: senior managers are also those most commonly working over their contracted hours, and increased digital connectivity is likely to facilitate these excess working patterns. With a combination of excessive hours and email access away from the workplace leaving little room for 'downtime', the impact for wellbeing could be significant.

We also asked managers about the impact of technology on their working hours and wellbeing (Figure 21). Managers indicated that technology can have a negative impact on their work-life balance, with the majority of managers (61%) reporting that technology has made it difficult for them to 'switch off' from work. They also commonly reported (52%) contacting colleagues outside working hours.

In an organisational context, whilst over half of managers (52%) did not feel they were expected to be online all of the time, just under a third (29%) indicated that they felt this was the case. Similar proportions of managers agreed (39%) and disagreed (32%) that
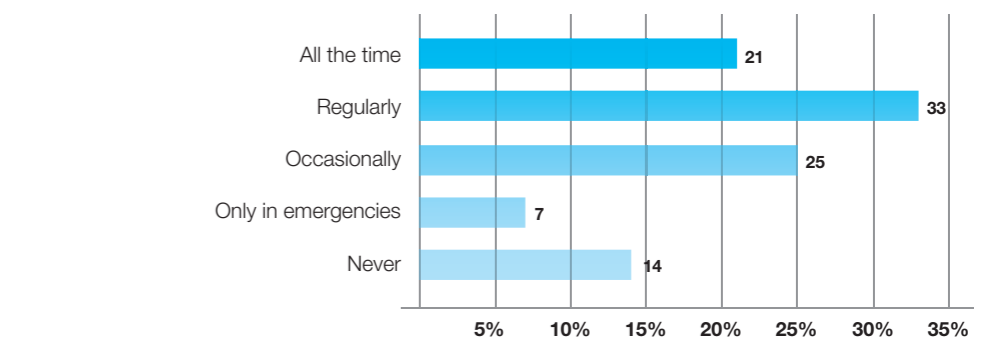
Figure 20: Frequency of checking emails outside normal working hours

	Director or above	Senior Manager	Middle Manager	Junior Manager
Never	2	7	17	30
Only in emergencies	5	4	10	9
Occasionally	15	22	30	28
Regularly	46	41	28	21
All the time	33	26	16	13

Table 8: Frequency of checking emails outside normal working hours – by seniority (Percentage agreement, with darker shades representing higher agreement.)

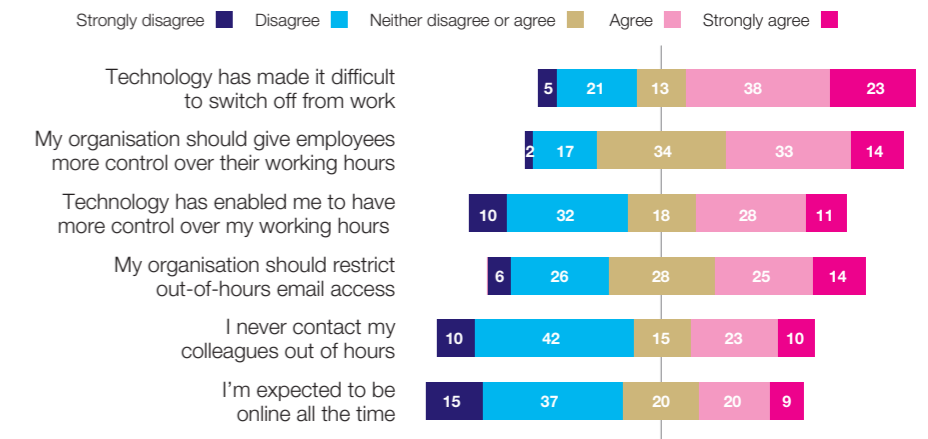**Figure 21:** Influence of technology on working hours

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(19% and 21% respectively). 100% productivity was most common among managers working 21 to 28 hours per week. Self-reported productivity at below 70% was most prevalent among managers working 29 to 34 hours per week. The relationship between working hours and productivity is not entirely straightforward and an increased number of working hours

is not increasingly aligned with higher productivity.

If longer working hours are not synonymous with higher levels of productivity, how can organisations achieve a balance? Looking at the data, there was a larger proportion of managers working one hour extra per day who reported productivity at levels of 80 to 89% compared with those

working 1.5, 2 or 3 hours more per day. Organisations could consider the value of striving for a sufficient level of productivity that is not reliant on substantially longer hours, rather than aiming for 100% productivity at the expense of employee wellbeing. Productivity may improve if wellbeing is increased – or if effective management styles are employed to manage change.

their organisation should restrict out-of-hours email access, which may reflect the balanced view about the extent to which technology facilitates control and perceived flexibility over working hours. Those who agreed, however, included 43% of those who admit they access email 'all the time'. The fact that the majority of managers are contacting

colleagues outside working hours suggests change is not just a function of organisational processes (e.g. restricted access) but also of people. Role modelling behaviours that demonstrate a positive approach to dealing with the digital world will be equally important for achieving behavioural change that ensures limited impact on wellbeing.

Technology might not be the cause of pressure to working beyond contracted hours, but it certainly facilitates longer hours. A balanced view about the value of technology and the need to restrict access may be reflective of the digital culture, in which working and non-working lives are becoming entangled. Organisations need to balance the benefits and drawbacks of a digital era, enabling employees to use the flexibility that remote access allows, whilst not losing sight of the impact on working hours and wellbeing.

Interestingly, there was a general trend for those who reported checking their emails more frequently outside of working hours to feel more productive than those who checked less frequently (Table 9). The least productive managers are accessing emails 'never' and 'all the time' to a similar degree.

This trend could be more associated with managers' sense of control rather than productivity per se. Perhaps managers who check emails outside their working hours most frequently feel more 'in control' of their workload (or at least, their inboxes) and therefore feel more productive. If so then, in practical terms, managers should be seeking to identify coping strategies. For example, effective scheduling and prioritisation of responsibilities are likely to enhance feelings of control. Regular short breaks may result in more, rather than less, productivity as individuals feel 'recharged' and better able to manage the tasks at hand.

The theory that a sense of control is paramount is reinforced by Figure 23 which shows that the more frequently managers check emails outside of working hours, the more likely they are to 'disagree' that organisations should restrict out-of-hours access. However, it is notable that 43% of those who check all the time also agree with this – perhaps a need for stronger boundaries?

	100% productive	90-99% productive	80-89% productive	70-79% productive	Less than 70% productive
Never	9	20	29	20	21
Only in emergencies	11	28	30	20	11
Occasionally	11	24	32	18	14
Regularly	11	26	32	18	13
All the time	14	22	28	19	17

Table 9: Levels of productivity by frequency of checking emails (Percentage agreement, with darker shades representing higher agreement.)
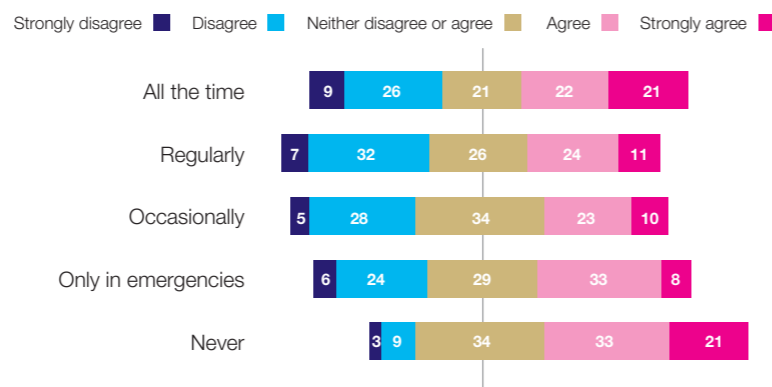
Figure 22: Agreement with restricted email access by frequency of email checking out-of-hours

Difficulty 'Switching Off' in the Digital World

Key Findings: 61% of managers say that technology has made it difficult to switch off from work. Many of them experience lower productivity and job satisfaction and more stress.

With technology at our fingertips it is perhaps not unusual for managers to remain connected to work, for example catching up on emails and scheduling during the daily commute. However this ability to remain connected rather than 'switch off', even when away from the work environment, may impact managers' wellbeing and performance, particularly where this behaviour is driven by a need to feel 'on top of things' at work.

We considered the impact in relation to three outcomes: productivity, job satisfaction and the experience of stress.

Those who feel that technology makes it harder to switch off tended to experience lower productivity and job satisfaction and more stress. This may be linked to a feeling of control or reliance on technology to manage workload. For example, are managers who are more satisfied and unaffected by technology in terms of switching off also those that do not perceive technology as a key factor in controlling or managing their workload?
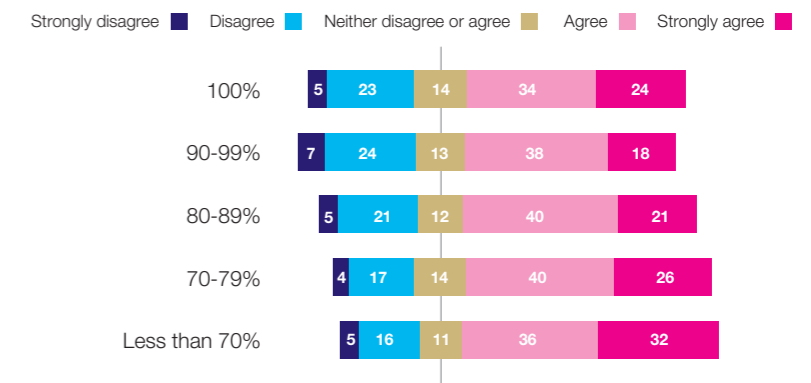
Figure 23: Productivity by agreement with 'technology has made it hard for me to switch off from work'

Over a third of managers (34%) who rated their productivity at less than 70% agreed that technology makes it hard for them to switch off. In contrast, only 22% of managers who rated their productivity as 100% perceived technology in the same manner. This was similar for managers with the highest reported levels of job satisfaction. For those managers experiencing stress 'often', a larger proportion (23%) reported that technology had an impact on their ability to switch off than those who did not feel this way (8%).

Technology may be facilitating a trend for excessive working and an increasing tendency to spend time on work, particularly emails, outside of normal contracted hours. The negatives should be a reason for employers to look the impact of technology. Organisations should look to understand how employees communicate and whether this can be adapted to reduce the consequences of an 'always on' culture amongst managers.
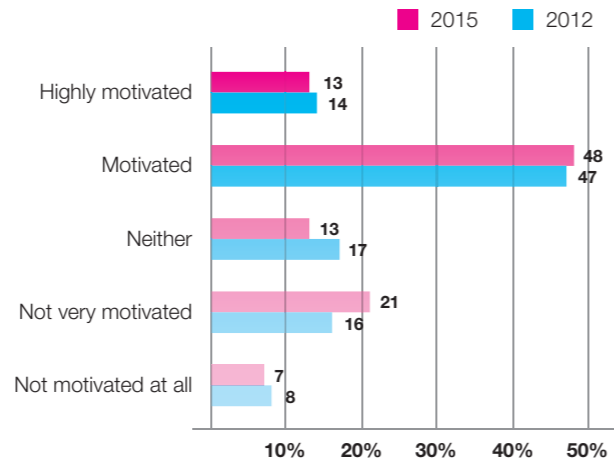
5. MOTIVATION AND WELLBEING

Key Findings: Motivation remains largely unchanged since 2012 despite more positive trends observed elsewhere. Motivation remains higher in the private sector and in organisations experiencing growth.

As in other reports, we asked managers to report how motivated they felt on a typical Monday morning (Figure 24).

Motivation remains at a similar level to 2012, with 61% feeling motivated or highly motivated. Especially given the finding that job satisfaction has increased overall, it is important to note there was an increase in the percentage of managers feeling not very motivated or not motivated at all (28%, up from 24% in 2012). Motivation still appears to be a challenge for many managers.

Unsurprisingly, managers working in organisations experiencing the highest levels of growth reported feeling the most motivated (82%) compared with those managers in rapidly declining organisations who reported feeling more demotivated (67%). Whilst not unexpected, it is important to recognise the impact of such demotivation on employee wellbeing. Organisations in tough environments should still monitor the health and wellbeing of their workforce, particularly if further decline is anticipated.

Figure 24: Self-reported motivation – 'How motivated do you feel on a Monday morning?'

Wellbeing at Work

Key Findings: Like in 2012, the majority of managers report some negative impact on their wellbeing in the previous three months, with sleep loss topping the list. They also agree that workload can have an adverse effect on wellbeing. Managers believe that both organisations and they as individuals bear the responsibility of making sure employees are healthy and happy in their jobs.

We asked managers about the extent to which they had experienced health issues in the previous three months (Figure 25). The results were largely comparable to 2012. 57% reported experienced insomnia or sleep loss often or sometimes in the previous three months, or muscular problems. Half reported experiencing stress – something which was more commonly experienced in women (18%) than men (10%).

### Factors Perceived to Influence Wellbeing

Managers were asked to rate the extent to which a number of factors influence their wellbeing (Figure 26). There were improvements across several, although there was a slightly more negative perception about the impact of workload.

Managers were also asked about the perceptions of their organisation's wellbeing responsibilities (Figure 27). Over half of managers felt that their organisations provided enough support for their employees' wellbeing and the majority (around 90%) also recognised wellbeing as something they were responsible for in respect of their own teams.
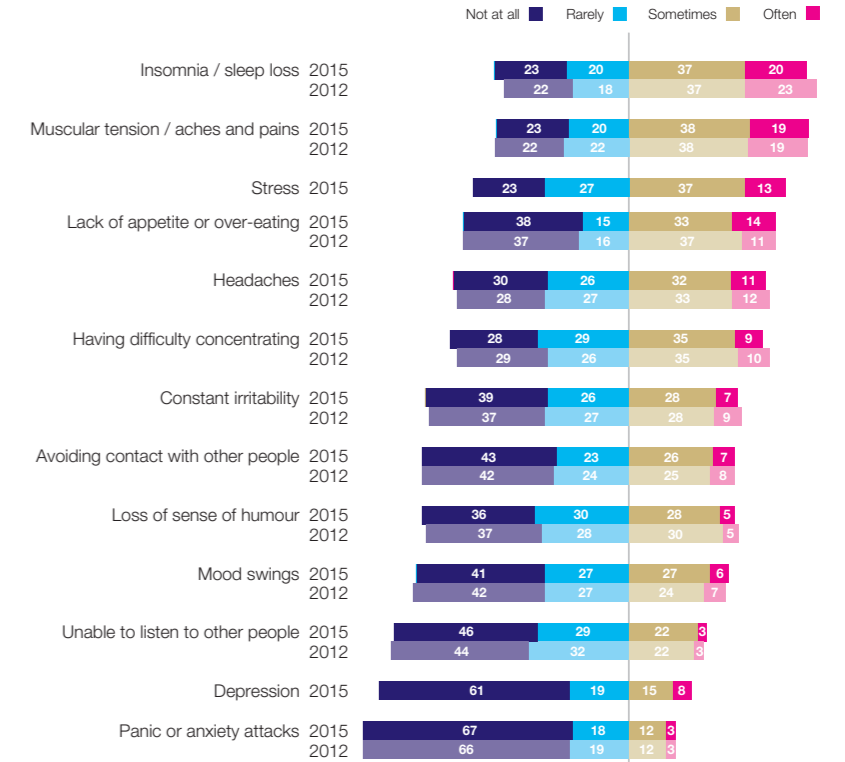
Figure 25: 2012/2015 comparison of health and wellbeing outcomes in previous three months

*Items introduced in the 2015 survey, comparable 2012 data is unavailable; 2012 data for other items is shown in lighter shading.
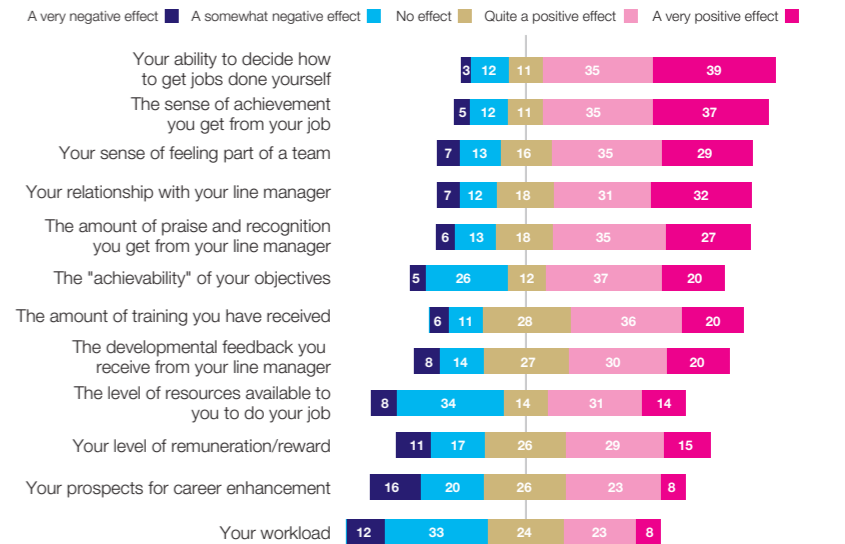
Figure 26: Factors influencing wellbeing, in ascending order of negative outcomes
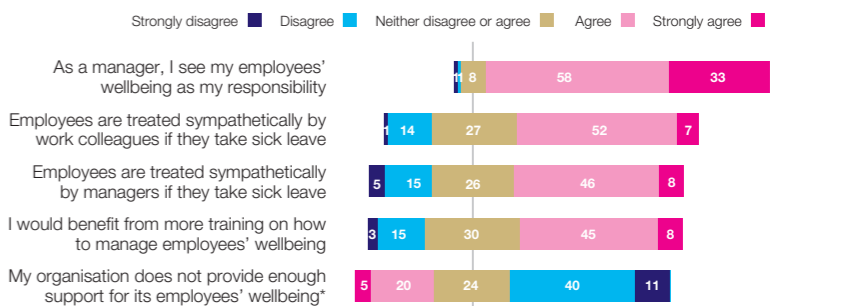
Figure 27: Perceptions of organisational responsibility for wellbeing

*For this item 'strongly disagree' should be considered as positive and 'strongly agree' as negative.

The Impact on Public Sector Managers

***Key Findings:** The public sector continues to face significant organisational challenges, which is reflected in the impact upon managers. Examples are lower motivation, productivity and job satisfaction. However, there's been a slight upward trend since 2012, which is encouraging in a sector recovering more slowly from the effects of the financial crisis.*

The results of this survey show significant challenges continue to face the public sector. At an organisational level, decline is more common than in other sectors and cost reduction is the main focus of organisational change activity. So how has the behaviour and wellbeing of managers in this sector been affected?

Overall we found that senior management is still viewed in a less favourable light than in the private sector. However, there were some small improvements compared to 2012, and in fact trust and confidence in senior managers was most improved in the public sector (42% in 2015 up from 30% in 2012).

Motivation was lowest amongst public sector workers (54%) when compared with the private (63%) and charity/ not-for-profit (68%) sectors; over a third of public sector managers feel demotivated. Despite this there was only a 5% difference between public and private sector managers regarding whether they felt motivated to do their best for their organisation. That's encouraging given the resilience likely to have been required of many in the public sector in recent years.

Given the motivation gap, it is not surprising to note that it was more common for public sector managers to report working at less than 70% productivity. Figure 28 shows a breakdown of the self-reported productivity over the last three months reported by managers in the four organisational sectors.

In the current public sector climate, it is particularly important for organisations to consider how change activity can be managed to maximise levels of motivation and productivity.
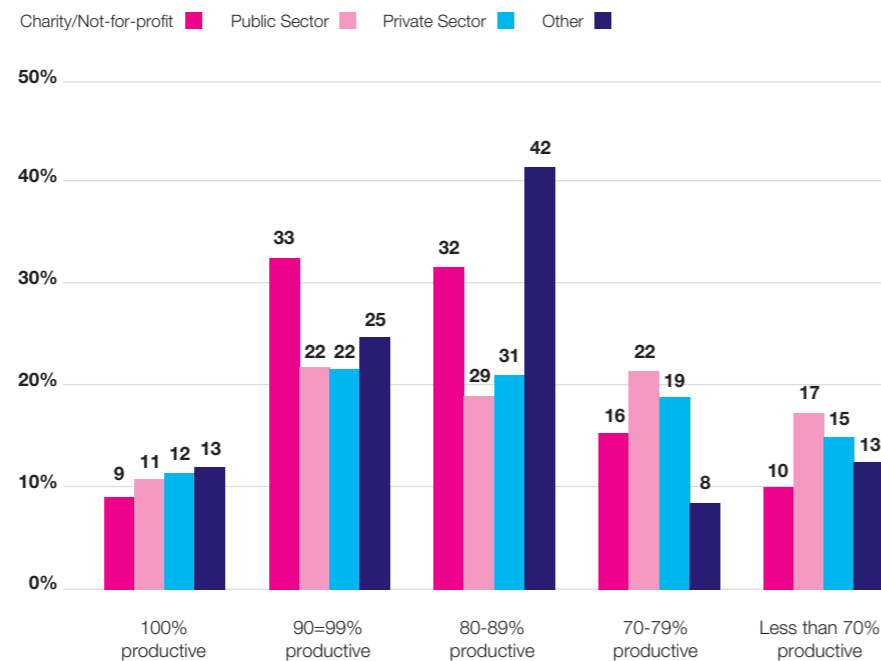
Figure 28: Productivity levels by organisational sector / status

HOW TO BE SUCCESSFUL IN TIMES OF GREAT CHANGE

John Rawling – Deputy Director of Human Resources and Organisational Development at Sunderland City Council

"Our workforce has halved and the organisation faces a great many challenges, yet we are still delivering high-quality, well-rated front line services. Organisations don't change – the people do.

Investing in the health and wellbeing of our workforce leads to happy and motivated employees – without whom the organisation would not have survived such drastic change."

Sunderland City Council (SCC) is a large local authority with 4,000 staff in North East England. It provides and commissions a full range of public services for the communities of Sunderland.

Recent reductions in government funding have made the need to manage change successfully SCC's primary driver. The workforce has been halved and there has been a radical shift in ways of working. "Driving and adapting to these changes are key requirements of our employees and leaders", says John.

It all starts at the top

SCC's leadership recognises that all change is challenging – and that employees need to be supported throughout these often long and difficult processes. John: "Employee engagement and productivity is dependent upon employee wellbeing – which in turn is hugely influenced by employees' experience of management and leadership, and the trust relationships they have with each other."

Using that as a starting point, SCC has run the Sunderland Leadership Programme for the past eight years. It operates at strategic, operational and first-line management levels and uses a psychometric tool to measure leadership styles. Participants are then given in-depth feedback by qualified psychologists so they can improve their management and leadership skills and be better able to support their teams.

A proactive health and wellbeing approach

SCC has a range of health and wellbeing measures in place. A healthy work/life balance is encouraged across all levels of the organisation and includes a wide variety of flexible working options, career breaks and condensed working hours.

In 2010 the council completely overhauled its approach to recruitment and deployment so that employees are placed in roles that closely match their personal strengths and personality, again using psychometric tools. This applies to all staff – from junior to senior.

"We want to eliminate the 'square peg/round hole' syndrome which can so damage employee wellbeing, engagement and productivity."

To promote both the physical and mental wellbeing services the council organised Wellness Week, which included coaching taster sessions, hypnotherapy, Reiki, Yoga, Indian Head Massage, Breast Cancer Awareness sessions, free gym passes and health and diet information. But SCC's most innovative way to address health and wellbeing, and the one they are most proud of, is their coaching service.

Coaching

Over the past seven years SCC have developed a coaching service based on the comprehensive use of psychometric tools. The team delivers mindfulness training and meditation as well as leadership and performance, team and individual coaching. The service proved particularly useful in challenging times: sessions in culture change and resilience are now part of team coaching when new teams are brought together or morale has dipped due to changes in teams or structures.

Measuring the impact on the organisation

SCC uses various metrics to track if their commitment to health and wellbeing is paying off. On a macro level there are, for example, staff attendance statistics and the demand for coaching and counselling services.

On a micro level there is the progress made by individuals when it comes to, for example, adapting to and coping with change and challenge. Individual and team wellbeing are measured by the 'Distance Travelled' coaching tool – a self-rating tool that measures how an individual feels at the beginning and end of a number of coaching sessions.

And whilst the coaching service is confidential, the number of employees per service area receiving coaching is recorded. This allows the team to monitor 'hot spots': if a high percentage of the service area has a need for coaching, the team looks into potential reasons. If, for example, anxiety is a recurring theme the staff in that particular service area will be offered team coaching or mindfulness training.

Feedback from managers who received coaching is unanimous: coaching is highly valued and has helped many members of staff through difficult periods of significant change. Demand is high – even external organisations are requesting to buy the service.

A cultural shift

The use of coaching and psychometrics to support employee development, performance and wellbeing has gradually become normalised across Sunderland City Council. The stigma of asking for help has faded. It started with the senior managers, which had a ripple effect throughout the organisation and helped dispel the myth that coaching is for those with 'problems'. It is now recognised that coaching helps you to "get you where you want to be".

John: "The attitude to health and wellbeing has shifted from 'a problem for HR' to a much more sophisticated understanding of the two-way inter-relationship between wellbeing and work."

CONCLUSIONS AND RECOMMENDATIONS

1. Empower your people, promote productivity

The most powerful drivers of job satisfaction are intrinsic to the job, flowing from the sense of satisfaction it offers, the quality of team and line manager relationships and the opportunities for development. Managers have a key role to play. They need to be empowered – and in turn empower their teams – to perform.

Give autonomy – make managers masters of their destiny. Employees should have the freedom, trust and autonomy to make their own decisions about how they work. Show trust in their judgement. Hold people accountable for the outcomes of their work, but do not be prescriptive about how they work.

Job design – ensure jobs and the processes behind them are structured to enable role autonomy and also to give people opportunities to be part of a team, another key driver of satisfaction.

Tailor reward and recognition strategies – recognise values-based behaviour and reward it accordingly. Recognise what people have done to achieve results. If managers are working the equivalent of a typical annual leave entitlement in excess hours, is an extra day of holiday truly going to be perceived as an incentive?

Recognise employees' value – a sense of achievement is fundamental to job satisfaction and engagement, so design recognition strategies to enhance employees' sense of value.

– Telefonica's recognition scheme is based on a mobile app, which has allowed colleagues to recognise one another across the Telefonica network. It has achieved increased workforce motivation and satisfaction as well as improved peer-to-peer relationships.

Support personal and professional development – provide employees with clarity about how they can progress their careers and support their development, aligning with business needs.

Encourage innovation – managers have a responsibility to create environments in which innovation is encouraged not stifled. Invite employees to freely share ideas for using their time more productively and test possibilities quickly.

– Google's famous "20% projects" allow engineers to spend time on projects that interest them to stimulate thinking. The same dedication may not be realistic in all businesses but the principle of dedicated time to innovate could be beneficial. Try dedicating the last 10 minutes of monthly meetings to an open discussion of new ideas, insights and suggestions. Encourage regular 'walkabouts' to stimulate conversations with colleagues on other teams or in other areas of the business.

2. Switch off: avoid digital presenteeism

Mobile technology can empower employees and help organisations become more agile, but organisations need to avoid developing a culture of digital presenteeism. Just because people can be 'always on' doesn't mean they should be.

Give employees licence to switch off. This may mean encouraging them to turn mobile phones off after a specific time. Leaders should set expectations about working hours and out-of-hours contact. Firms like JP Morgan and Barclays have introduced 'protected weekend' policies to discourage logging in and working outside the working week

Review communication policies to reduce unnecessary emails. Could emails to colleagues on the same office floor or in the same building be banned in favour of phone calls and face-to-face interactions?

– The French IT services company Atos banned internal emails back in 2011 as part of a 'Zero email' policy; whilst boasting a reduction in disruption and email overload by 60%, such change requires adaptation in employee behaviours and a wider cultural shift, as recognised by Atos bosses.

Consider restricting remote access to company servers. Some companies go so far as to turn email servers off out of working hours; one, Daimler, has installed software to automatically delete emails sent to staff whilst they are on holiday.

3. Develop better line managers

The role of line managers is key. How they manage has a hugely powerful impact on people throughout an organisation. So, when it comes to improving the quality of working life – and improving the management of change – you need to develop managers with the capacity to empower and engage.

Provide more regular feedback – ensure managers seek feedback on how colleagues perceive their management style and behaviour. This shouldn't only be in the annual appraisal: catch-ups with line managers should be an opportunity for feedback. Ask questions like as *'how am I performing in relation to X?'* or *'What could I do differently to be more effective?'* Then jointly develop personal development plans.

Understanding personal management styles – Provide management and leadership development that helps managers to reflect on their own behaviours and the impact of their actions. For example, 92% of Chartered Managers say that becoming Chartered increased their self awareness[1]. Provide opportunities for feedback, formal and informal, for example through mentoring schemes or 360° feedback programmes.

Avoid the accidental manager syndrome – new managers need appropriate development to learn how to manage and lead. Selection for promotion in management roles should be based on management behaviour and team leadership capabilities. Look at how people get results, not just the results themselves.

Create more opportunities to learn – identify opportunities for leadership which are not tied to formal management positions. Give people the chance to practice skills and build confidence through managing specific projects or leading processes.

4. Improve change management

Managers' assessment of how senior leaders are managing change is at a low point. Too many managers say change initiatives are failing to deliver business benefits. With change becoming the norm across nearly all organisations, addressing this should be a priority.

Culture change needs leadership – behaviour needs to be role-modelled throughout the management hierarchy from the top, with senior managers committed to empowering and trusting their people.

Improve communication – be transparent and create channels for two-way communication. How effective are your organisation's upward and downward communication mechanisms? Ensure senior leaders regularly receive news from the 'frontline'. Seek the views of employees and involve them in shaping change.

Protect trust – senior managers need to reflect on how their actions might affect employee trust and confidence. Trust is fragile and precious – once damaged, it's likely to be hard to restore. How does your leadership behaviour influence the perception of projects in the organisation?

Define goals in terms of behaviours – define the changes you want to achieve through change, but look at these in terms of employee attitudes and behaviour, not just business performance outcomes.

Measure and monitor the impact on people – regularly monitor and review the impact of change. Has it delivered the anticipated business benefits – if not, what can be done? How has it affected employees and what opportunities are there for improvement?

5. Improve wellbeing

For many managers, long hours and the pressure of work continue to create stress and squeeze out time for exercise or their personal life. Improving health and wellbeing may need dedicated action across an organisation to change the culture and reshape negative attitudes. Management buy-in is vital.

Make the business case – win buy-in and support from managers by showing the costs of poor health and wellbeing and the benefits of improvement.

Measure, prioritise and monitor – ensure you have the data on wellbeing you need to assess what problems you face and the areas that action should focus. Monitor and report on progress.

Tackle taboos – improving wellbeing means tackling any stigma that may be attached to discussion of health, whether it's stress and mental health or physical illness. Start conversations and provide information that makes it easier to ask for help.

Engage managers – managers can have a direct impact on the motivation, engagement and ultimately on the wellbeing levels of the people they work with. They need to be informed and engaged on quality of working life and wellbeing issues. Don't leave it to HR.

APPENDIX A – METHODOLOGY AND SAMPLE OVERVIEW

The fieldwork for the study was conducted in July 2015 and as in previous studies the CMI membership database was used as a sampling frame.

As in 2007 and 2012, the 2015 survey was distributed and completed entirely online.

Consistent with previous reports and based on some variation in respondents based on their level in the organisation, a decision was taken to weight the 2015 data so that it reflected the structure of the 2007 survey. In addition, statistics in the figures and tables presented in the report are rounded to the nearest whole number resulting in totals greater than 100% in some cases.

In the 2015 sample, 60% of respondents were male and 40% female, reflecting an increase in female respondents this year (70% and 30% in 2012).

Similar to the 2012 age profile, the majority of respondents in the 2015 sample were aged 40-59 years (66%). Interestingly there was a small increase in the number of respondents aged under 39 years (26%; 15% in 2012) whilst those aged over 60 were less apparent in the sample (8%; 12% in 2012). 93% of respondents were full time workers and only 7% part time.

Respondents were asked to indicate the status of their organisation with the following breakdown revealed for the 2015 sample: 13% worked for a not for profit or charity organisation, 38% worked in the public sector, 45% worked in the private sector[7] and for a small proportion of respondents (4%) their organisation's status was categorised as 'Other'[8] e.g. social enterprise. This profile is similar to that of the 2012 sample, whereby the majority of respondents represented private sector organisations.

54% of respondents were based in organisations employing over 1,000 people, with the fewest number of respondents representing organisations employing 1-10 people (6%); the dispersion of respondents across the different sizes of organisation is largely comparable to 2012.

Minor changes to the 2015 survey expanded the number of business sector categories compared with 2012. However the distribution of responses still showed similar patterns to the 2012 results; there was a decrease in the proportion of respondents describing their sector as 'Other' (down from 12% in 2012 to 9% in 2015), which may be explained by the inclusion of addition categories such as 'Telecommunications and Post' and 'Creative/media' (representing 0.8% each in 2015).

The distribution of responses was mostly similar across the regions between 2012 and 2015 with the majority of respondents based in London (17%), the South East (14%) and the South West (11%). There were minor variations observed in regional representation with the largest change being a reduction in respondents based in the South East (down from 18% in 2012) and small increases in respondents based in other regions e.g. Yorkshire & the Humber (up from 5% in 2012 to 7% in 2015).

[7] Includes Private Limited Company, Listed Public Company, Family-Owned Business and Partnership.
[8] Includes Social Enterprise, Cooperative, Mutual and respondents who selected 'Not Applicable'.

APPENDIX B – FULL PROFILE OF RESPONDENTS 2015

PROFILE OF RESPONDENTS		2015 (%)	2012 (%)
Are you…?	Male	59.6	69.7
	Female	40.4	30.3
How old are you?	Under 30	6.4	2.4
	30 - 39	20.0	12.0
	40 - 49	34.4	35.1
	50 - 59	31.6	39.0
	60 - 65	5.6	8.9
	Over 65	2.1	2.6
What is your job level?	Director or above	12.5	19.2
	Senior manager	31.8	30.8
	Middle manager	38.7	37.4
	Junior manager	16.9	12.7
Do you work…?	Full time	92.6	91.6
	Part time	7.4	8.4
Are you employed on a…	Permanent contract	92.2	89.7
	Temporary contract	3.2	4.5
	Zero hour contract	0.2	n/a
	Self-employed	4.0	5.4
	Agency worker	0.4	0.3
How many employees does your organisation have?	1-10	5.7	7.0
	11-50	8.6	8.1
	51-250	14.3	12.9
	251-500	8.9	15.8
	501-1000	8.4	
	More than 1,000	54.1	56.2
What is the status of your organisation?	Charity/not for profit	12.6	
	Social enterprise	0.5	
	Public sector	38.2	
	Listed public company	11.4	
	Private limited company	28.9	N/A
	Partnership	1.9	
	Family-owned business	2.9	
	Co-operative	0.3	
	Mutual	1.5	
	N/A	1.9	
What is the status of your organisation? *Split into four main groups (similar to 2012)*	Charity/not for profit	12.6	9.7
	Public	38.2	41.9
	Private	45.0	48.4
	Other	4.2	N/A
In which region is your principal place of work?	East of England	5.9	8.0
	London	16.7	16.0
	East Midlands	4.7	5.5
	West Midlands	9.8	9.1
	South East	13.5	17.5
	South West	11.3	10.7
	North East	3.7	2.5
	North West	8.2	9.3
	Yorkshire and The Humber	6.8	4.5
	Northern Ireland	1.1	1.3
	Scotland	8.2	7.2
	Wales	3.7	2.4
	Other	6.3	6.1

PROFILE OF RESPONDENTS		2015 (%)	2012 (%)
What industry do you work in? *Several of the categories have changed in their wording or description since 2012 (indicated by *).*	Agriculture, forestry and fishing	0.5	N/A
	Business services*	2.1	5.8
	Central government*	5.7	17.1
	Construction	3.8	4.1
	Consultancy	4.5	N/A
	Creative/media	0.8	N/A
	Defence	6.8	N/A
	Education	11.0	11.1
	Electricity, gas and water*	2.3	2.6
	Engineering	6.1	8.5
	Finance, insurance*	5.3	5.4
	Fire and rescue*	0.3	5.9
	Health and social care	10.0	9.2
	Hospitality, catering, leisure and tourism*	1.3	1.1
	Housing and real estate	2.7	N/A
	IT*	2.6	4.5
	Justice and security	0.7	n/a
	Legal and accounting services	1.1	N/A
	Local Government*	7.6	Included within Central Government
	Manufacturing and production*	6.1	6.7
	Mining and extraction (incl. oil and gas)	1.5	N/A
	Police*	2.4	Included within Fire and rescue
	Sales/marketing/ advertising	1.0	1.5
	Telecommunications and post	0.9	N/A
	Transport and logistics*	3.0	3.1
	Wholesale and retail*	1.5	1.3
	Other	8.5	12.2

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