

isier[®]

Manager effectiveness overview

Terrence Yong
GM APAC

Top 5 Priorities for HR Leaders in 2024





Most companies have much better accountability and control systems for raw materials (roughly 15% of total expenses) than they do for the workforce (65% of total expenses)."

"A manufacturing company can identify the supplier of a bad bearing with a high degree of accuracy and speed.

"However, most companies have no clue as to the source or the reason for their defective (or high-quality) managers, if, in fact, they even know who they are."


HR World Magazine

January 2023




Managers stand alone as your most important asset


The most **expensive**
employee group


50% higher compensation
than ICs

The most **difficult**
jobs


Only **38%** of ICs want to
become managers

The biggest **impact**
on the business


Orgs w/ strong managers
see **21x** higher returns ¹

¹McKinsey: Investing in Middle Managers Pays Off—Literally



Challenges impeding HR from maximizing manager impact

Challenge #1:
Can't identify

Who are my **best** (and **worst**) managers?

Challenge #2:
Difficult to replicate

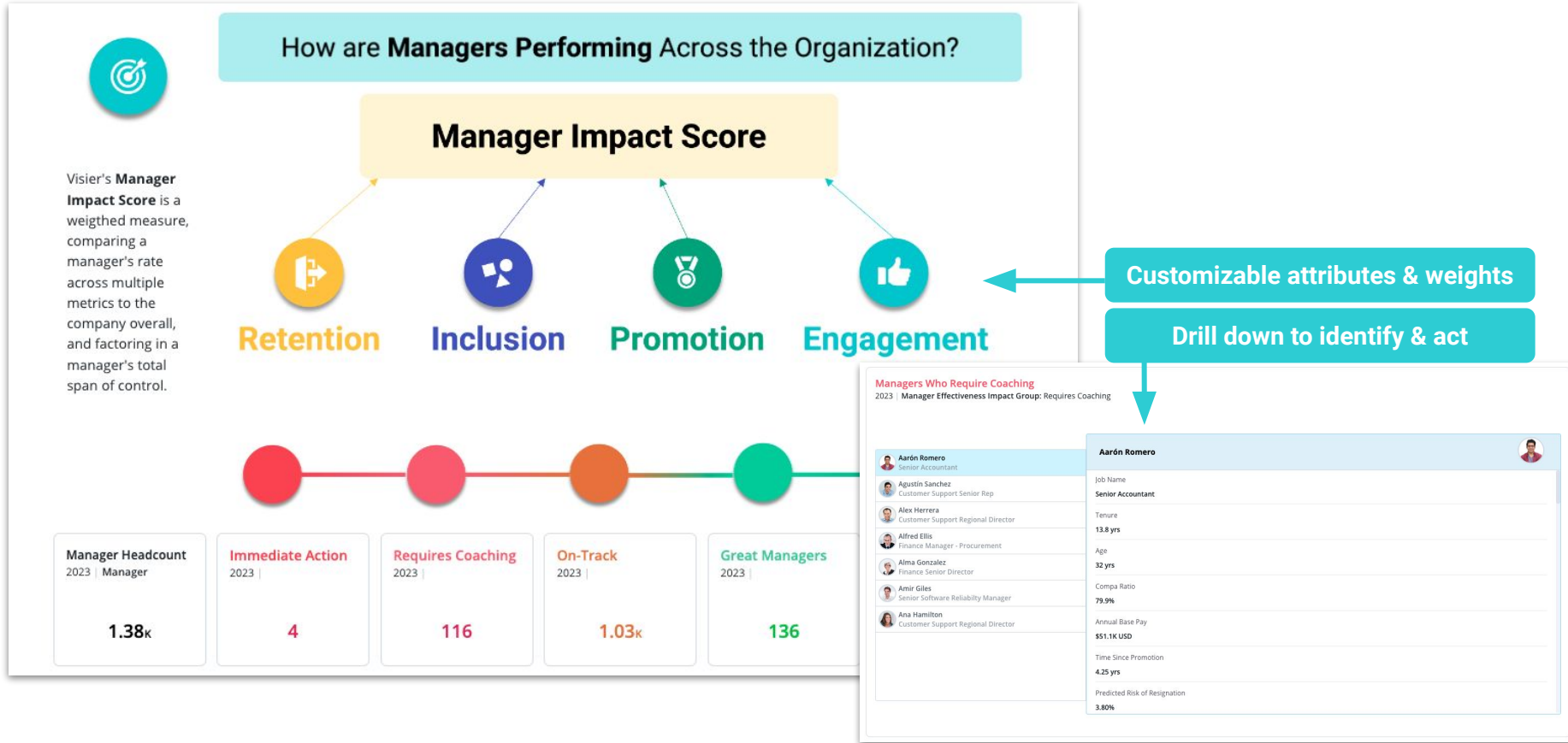
How do we **acquire, grow, and retain** our best?

Challenge #3:
Unable to influence at scale

How do we help them be **better** leaders?



Challenge #1: Identify your best (and worst) managers



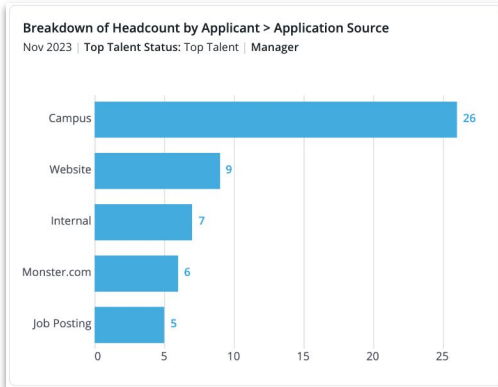
Challenge #2: Replicate Top Managers

The Solution: Understand the traits and drivers of top managers

What is the impact of training?



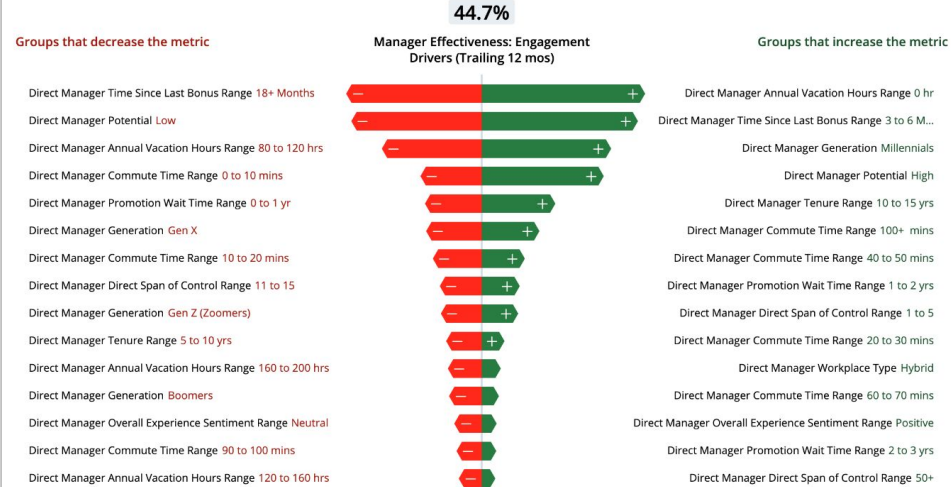
Where do we source top managers?



What are the drivers of manager performance?

What Common Factors Do Managers Share When it Comes to Engagement? ▾

for Aug 2023 [+ Add a filter](#) ⚡ ⋮



About **Insights**

Summary

Aug 31 2023

[View details](#) ⋮

Key insights

- Direct Manager Annual Vacation Hours Range was a significant driver of Manager Effectiveness: Engagement Drivers (Trailing 12 mos) in Aug 2023, where 0 hr increased the value while 80 to 120 hrs, 160 to 200 hrs and 120 to 160 hrs decreased it.
- Direct Manager Time Since Last Bonus Range was also a significant driver, 3 to 6 Months increased the value while 18+ Months decreased it.
- Direct Manager Generation was also a significant driver, Millennials increased the value while Gen X, Gen Z (Zoomers) and Boomers decreased it.
- Direct Manager Time Since Last Bonus Range was also a significant driver, 3 to 6 Months increased the value while 18+ Months decreased it.



Challenge #3: Influence and equip managers at scale

The Solution: Vee

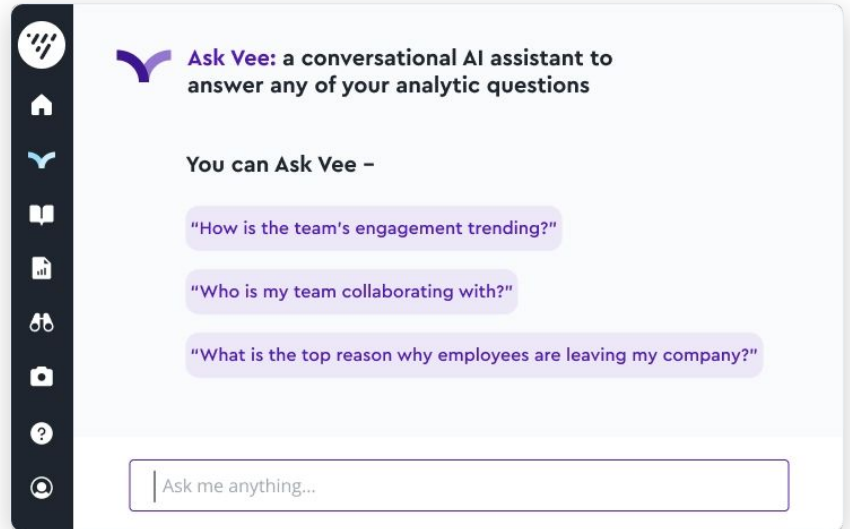


Instant people insights

- Serves up **instant answers** to workforce questions in **plain language**
- **Zero learning curve** for managers, even those that don't speak "data"
- Governed by Visier's **robust security model**: answers are tailored to the person asking

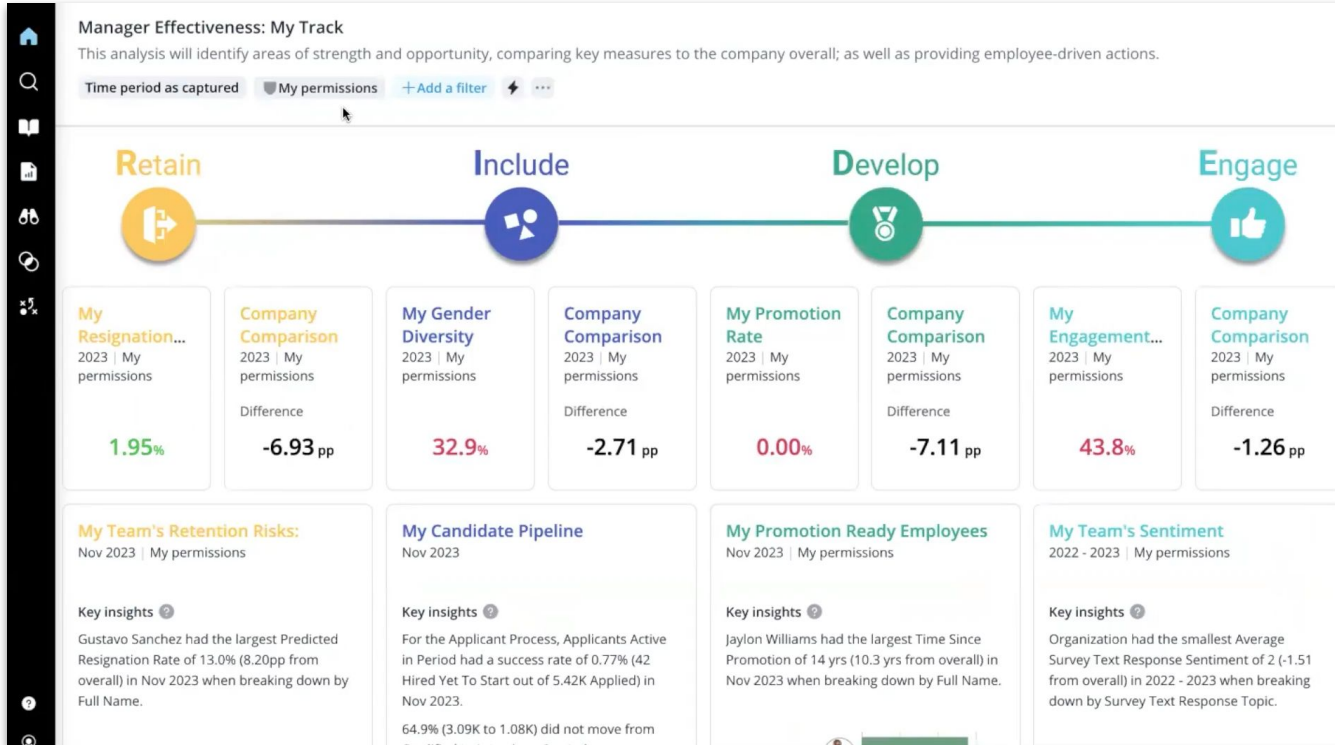
"Vee is one of the most spectacular examples of generative AI in HR today."

Josh Bersin



Challenge #3: Influence and equip managers at scale

The Solution: Manager's personal view





Standard Bank

Standard Bank Group established the *Workforce ROI* metric, linking employee performance to business outcomes



1. Tied manager effectiveness to performance reviews

Standard Bank defined which employee metrics had the biggest impact on business outcomes, then created a dashboard to track and measure manager performance.



2. Progressed diversity goals

Putting diversity metrics in place led to a positive trend in women representation at the executive level, senior management level, and in African representation, which is important to track in South Africa where this org is based.



3. Predicted resignations

With Visier, the organization could identify drivers and attributes linked to employee turnover, allowing the company to predict and mitigate rising turnover.



Standard Bank

“We’ve made people analytics adoption possible by **taking people analytics firmly beyond the orbit of HR** and putting data in front of line managers.”

Werner Merbold, Head of Workforce Insights



[Read the Customer Story](#)



Thank you!

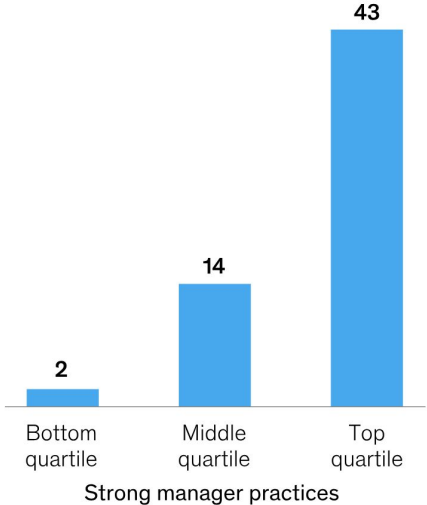
For more information, visit [Visier.com](https://www.visier.com)



Managers have an outsized impact on results

Organizations whose managers exhibit strong behaviors realize better bottom-line performance.

Change in total shareholder returns over 5 years by frequency of healthy manager practices, %



Source: Organizational Health Index database (2017–22; n = 50); CPAT database (n = 50)



Visier Path: Manager Effectiveness



Deployed Visier to 6,000+ managers to engage the delivery on the people strategy



Standard Bank

Improved local and regional business performance through pushing key insights to 8000+ business leaders

Improving Manager Effectiveness

Scale relevant, personalized and actionable data to the people who drive team performance

