

INVESTING IN GROWTH: UNLOCKING ORGANIZATIONAL POTENTIAL WITH PEOPLE MANAGERS

New data from SHRM Research shows that people managers are critical to an organization's ability to meet its goals, but most organizations aren't investing enough in their people managers.*

ACCORDING TO HR EXECUTIVES, PEOPLE MANAGERS ARE:

- Critical for their organization's overall success (**92% agree or strongly agree.**)
- Critical for accomplishing their organization's strategic objectives (**82% agree or strongly agree.**)

HOWEVER:



ARE YOUR
PEOPLE
MANAGERS
EFFECTIVE?

88%
of HR executives at
organizations **with**
adequate investment
in people managers
say yes.

but

63%
of HR executives at
organizations **with**
inadequate investment
in people managers
say yes.

PERFORMANCE MANAGEMENT REMAINS A CHALLENGE:

- **61%** of HR professionals say less than half of their managers at their organization **effectively address underperformance** or areas for improvement among direct reports.
- **41%** of HR professionals say less than half of managers at their organization are **effective at recognizing and rewarding exceptional performance**.

INVEST IN MANAGERS TO **IMPROVE PERFORMANCE REVIEWS:**

- **43%** of HR professionals say their organization **does not provide sufficient training and resources** to people managers for performance reviews.
- **60%** of HR professionals say their organization **does not provide people managers with data-driven insights** for performance reviews.

THE TOP 5 AREAS WHERE HR EXECUTIVES WOULD LIKE TO SEE THEIR ORGANIZATION'S **PEOPLE MANAGERS FURTHER DEVELOP THEIR SKILLS ARE:**

- | | | | |
|----------|-------------------------------------|----------|---------------------------------|
| 1 | COACHING AND MENTORING: 54% | 4 | CONFLICT RESOLUTION: 42% |
| 2 | EFFECTIVE COMMUNICATION: 53% | 5 | STRATEGIC THINKING: 37% |
| 3 | PERFORMANCE MANAGEMENT: 47% | | |

VISIT [SHRM.ORG/ENTERPRISE](https://www.shrm.org/enterprise) to learn how to unlock your people managers' potential and achieve business goals through partnership with SHRM.

*Data from a SHRM Research survey of 336 HR executives, 1,092 HR professionals, 1,406 people managers and 1,458 U.S. workers.