

INVESTING IN GROWTH:

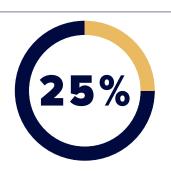
UNLOCKING ORGANIZATIONAL POTENTIAL WITH PEOPLE MANAGERS

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.)

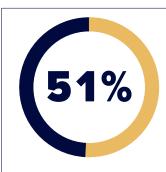
HOWEVER:



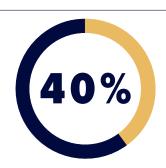
of HR executives
make the
development of
people managers
a high priority.



of HR executives say the wellbeing of people managers is a high priority.



of HR executives say their organization doesn't invest enough in developing people managers.



of HR professionals say their people managers receive regular training to advance their management skills.

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%
- 2 EFFECTIVE COMMUNICATION: 53%
- 3 PERFORMANCE
 MANAGEMENT: 47%

- 4 CONFLICT
 - **RESOLUTION: 42%**
- 5 STRATEGIC THINKING: 37%

VISIT SHRM.ORG/ENTERPRISE to learn how to unlock your people managers' potential and achieve business goals through partnership with SHRM.

