



Expect the Best

How do managers really feel about their organizations? Executives and managers differ on the effectiveness of the organization's leadership, and understanding those differences is the key to unlocking hidden potential. Managers need a vision from those above them and need to be recognized for their contributions. One bright spot—managers trust those around them and feel they can produce great things, if only leadership would set a clear agenda.

Great Expectations

People expect a lot from their organizations. They want competent leaders who can adapt to new situations and value input. They also expect to develop new skills and be rewarded for doing so. That's a tall order, but it's no surprise people expect these things. Organizations issue numerous press releases saying they've accomplished all that and more!

Adrift At Sea Without a Rudder

While many organizations talk a good game, the reality is not so rosy. From the manager's point of view, leadership comes up short on several fronts. Managers felt less assured about their leadership's focus on results that matter and on setting the right direction for the company. Even worse, managers didn't feel their contributions were valued or that meaningful discussions about what needs to happen to move the company forward were even occurring! While executives had a more positive view, they have clearly failed to push their perspective through the organization. When only 40% of managers feel their work is recognized, there's a serious problem.

I expect the company I work for to...

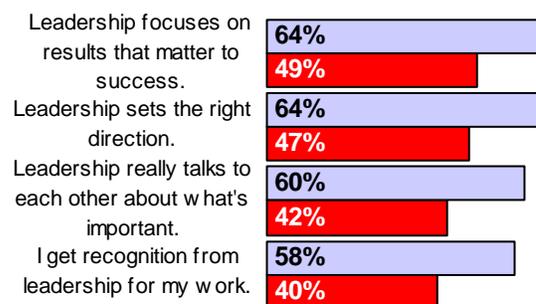


All is Not Lost

Now for the good news. Managers do have positive feelings about their own work and those around them, and most feel they can get something done in their day. This is a good start – but corporations shouldn't

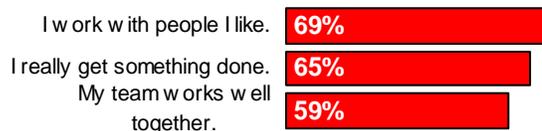
**How Does Your Current Job Perform?
(% agreeing with this statement)**

■ Managers □ Executives



settle for these numbers. If 59% have a team that works well together, 41% don't. Think about all the potential productive work that could arise out of these numbers being pushed ever higher. To get there takes a serious examination of who your people are and what they want to work on.

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Conclusion

What people expect from their organizations and what is delivered signals discontent with the executive suite. By setting an agenda, recognizing people's skills, and reworking the organization to match those skills, your organization can and will improve.

To learn more about our unique think tank and findings, contact us at 602.504.8787 or info@nslg.net.