

## 조직 내 관리자의 효율성을 향상시키는 6가지 팁

(6 Tips To Improve Manager Effectiveness at Your Company)



Everyone deserves a great manager. Here are six tips to improve manager effectiveness.

For better or for worse, people managers have the single biggest impact on an organization's performance. To that end: Everyone deserves a great manager. But what makes an effective manager at your company? How can you identify great leaders? How can you replicate their behaviors to make everyone better?

Developing leaders should be a key component of any talent management strategy because effective leadership is essential to the success of any organization. Great leaders can inspire and motivate their teams, create a positive and productive company culture, and drive innovation and growth.

Think about it this way: if a restaurant only focused on hiring great chefs and didn't bother to teach them how to lead a team or run the kitchen, things could quickly fall apart.

By investing in leadership development, organizations can identify and nurture individuals with

the potential to become future leaders and help them develop the skills and leadership qualities needed to succeed in these roles. This helps ensure the organization's long-term success and helps retain and engage employees who feel supported and valued by their employer.

Plus, a company with a strong leadership pipeline is better prepared to handle unexpected changes or challenges, easing the need to recruit external candidates for leadership positions. This can save the organization time and money, while also ensuring that new leaders have a deep understanding of the organization and its culture.

Finally, leadership development can help to create a culture of continuous learning and improvement, where employees are encouraged to develop their skills and take on new challenges. This can lead to higher engagement, job satisfaction, and improved performance and productivity.

Our research on "For All" leaders (as laid out in our book), who intentionally build trust regardless of who a person is or what they do for the business, demonstrates that the most effective leaders focus on:

- Working with teams, seeking ideas from team members and involving them in decisions that affect them.
- Recognizing employees, especially by calling out accomplishments and helping employees get ahead in their careers.
- Inspiring employees to follow by showing them that leaders are competent, honest and reliable.

So how do you cultivate leaders like this at your company?

## 1. 조직의 훌륭한 관리자에게 가장 중요한 행동을 인식하십시오 (Identify the most important behaviors for great managers at your organization)

While certain characteristics of manager effectiveness apply across most companies, true insights come from identifying the unique behaviors that best align with your organization's mission, culture, customer needs and strategic goals.

Great Place To Work research identifies nine high-trust leadership behaviors that shape positive employee experiences and drive business success. These behaviors include listening, speaking, thanking, developing, caring, sharing, celebrating, inspiring, and hiring and welcoming.

First, identify the managers inside your organization who are successfully building high-trust relationships. Employee survey data is a source of truth here.

Interview these managers and ask them “how” they did what they did. Use this information to identify three to five habits that create a great work environment and share them across your organization.

## 2. 신뢰를 쌓으십시오 (Build trust)

Employees follow their leaders when they trust in them. They trust managers because they believe them to be competent, honest and reliable.

You can instill trust for your leadership in three ways:

- Create credibility: Do what you say you are going to do. If you promise your employee a project or learning opportunity, follow through on your word.
- Be respectful: Ensuring your people are set up for success. Arm them with the resources and support they need to do their best work.
- Make fair decisions: This is fundamental for building trust in your management effectiveness, especially when it comes to promotion decisions and for people who are different than you (whether gender, racial background or tenure).

## 3. 진정한 협력자가 되십시오 (Be a true collaborator)

Work with your team to co-create plans and concoct new ideas.

This doesn't mean reaching consensus or decision-making by committee. We're talking about real involvement and collaboration.

Improve collaboration by:

- Involving your team in decisions that affect them. Get their feedback before decisions are made, for example, moving to new office space and address any concerns they have about the change.
- Seeking employees' opinions on the next problem you're trying to solve.

- Having regular one-to-ones and informal conversations, such as staffroom lunches and coffees away from the office.

These effective management behaviors will make your employees feel included, valued and in turn, inspired to do their best work.

#### 4. 직원 표창을 의식하십시오 (Make employee recognition your ritual)

Employee recognition shows employees their contributions are recognized and appreciated. A study of employee engagement by O.C. Tanner showed that personal recognition is the number one driver of employee performance — more than pay, promotions, inspiring work, training or autonomy.

Leaders can make recognition part of their manager ritual by:

- Having recognition “triggers” - for example, tangible goals with upfront guidance to managers on how to communicate the goals and track them.
- Making it easy for managers to celebrate employees. For example, Hotel chain Hilton gives managers an annual “Recognition Calendar” with easy-to-implement ideas to thank employees every day of the year.

#### 5. 직원을 홍보하는 방법을 재차 생각하십시오 (Rethink how you promote your people)

If managing a larger team is the only way to a promotion at your company, you may want to rethink your promotion process. Some people may be more valuable to the organization as an individual contributor or a part of a team.

Smart companies (and effective managers) create multiple avenues to success for employees. They:

- Help people earn new responsibilities and develop their skills through new projects, lateral moves and stretch assignments.
- Take an active role in employees' development plans.
- Keep an eye out for additional ways employees can add value to a project or lend their expertise to something outside of their general scope of responsibilities.

#### 6. Flip the traditional performance process (전통적인 성과 프로세스를 뒤바꾸세요)

It's common for managers to rate and review their employees, but great managers want feedback

to flow both ways. They make sure their employee surveys not only look at organizational culture as a whole, but management effectiveness, too.

At Certified™ companies, all employees rate management on all five of the above behaviors in their Trust Index Survey.

Employees reflect on management's behavior, whether management shows a sincere interest in them as a person, not just an employee, and how much management's actions match its words. This authentic feedback gives a nuanced picture of management effectiveness.

## 6. 직원들이 영향력 있는 관리자들이 되도록 도와주세요. (Help employees become influential people managers)

Want to support your people managers in realizing their full potential? Our culture management platform and employee survey gives managers access to their own people data. Managers can get a nuanced understanding of how effectively they are managing their team.

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