

Developing positive and high-performing managers

ILM's latest research, *The pursuit of happiness: positivity and performance among UK managers*, highlights how organisations can improve wellbeing and performance with targeted support and training for their managers. The findings are based on independent research with 1,000 management professionals.

Key findings

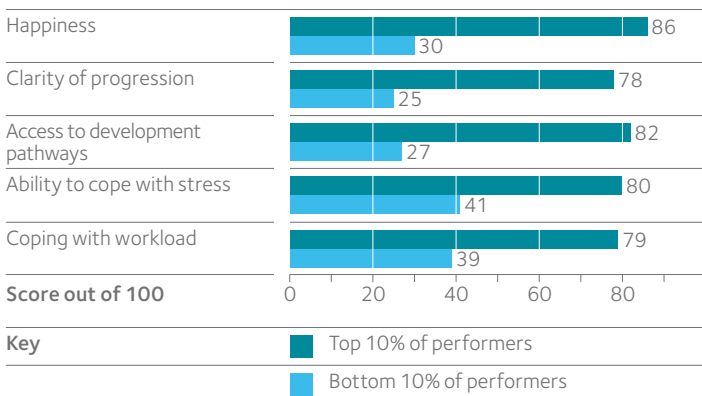
Happiness and high performance

Our research shows a direct correlation between a manager's happiness, their ability to cope with stress and workload and their overall performance. Crucially, we see that the top 10% of high-performing managers are also the happiest, with the greatest access to training and development pathways (see figure 1).

Stress and workload

The ability to cope with stress and manage workload is a critical skill for successful managers. The research revealed the top 10% of high-performing managers rated themselves highest for their ability to cope with stress and workload. By contrast the worst performers were the least able to cope with stress and workload, and reported the least access to development opportunities (see figure 1).

Figure 1: Highest/lowest performers compared



The top 10% of performers were shown to be the happiest, the most able to deal with stress and workload, with the greatest access to training and development. By contrast, the bottom 10% were shown to be the least happy, most stressed, struggling to cope with stress and workload, and with the least access to training and development.

See our recommended qualifications pathways on page 4



Development is critical

We see that access to development has a wide-ranging impact on managers' ability to deal with stress and manage their workload, their happiness and reported performance levels. This confirms that organisations who invest in their staff will reap the rewards in more ways than one. Better developed leaders and managers are not only more skilled and capable, they are happier, perform to a higher standard and manage happier and higher performing teams.

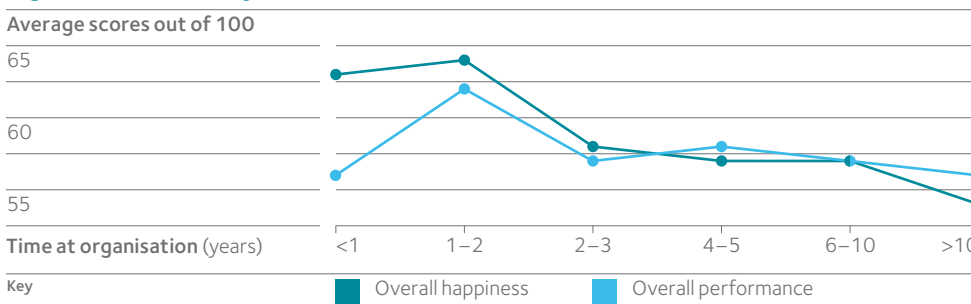
Focus on the front-line

The positive impact of training and development is particularly relevant for first line managers, who are identified as feeling least happy, the least skilled and performing at the lowest level. Despite this, we see first line managers are significantly less likely to feel they have access to development (with a score of just 43 out of 100) than middle managers (50) and senior managers (60).

Avoid the 'two year itch'

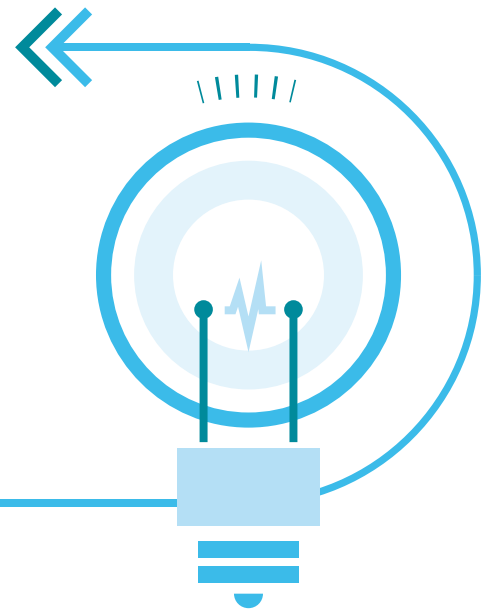
Managers' positivity and performance are shown to peak in their second year at an organisation, before falling away sharply (see figure 2), something we have dubbed the 'two-year itch'. This suggests that management development has the greatest impact when it is provided early in a manager's career within an organisation and, crucially, before they reach their second anniversary in the role.

Figure 2: The 'two-year' itch



Managers' happiness and positivity peak during the first two years at an organisation, giving organisations a window of opportunity to capitalise on this early energy and enthusiasm with targeted training and development.





Supporting stress and workload

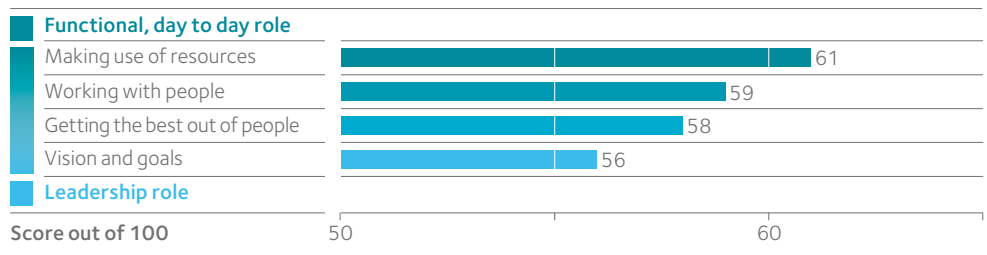
Workload stress emerges from the research as a significant issue for junior managers that is affecting their overall positivity and performance. This highlights the value of training new and prospective managers to cope with the logistical and psychological challenge of a stretching workload, through improved time management, planning, delegation and mental resilience.

The value of vision

Overall, we see that managers feel they are performing better at the more functional aspects, but are less effective when it comes to leadership qualities such as getting the best out of people and disseminating vision and goals (see figure 3). This shows that organisations have an opportunity to help nurture these essential leadership skills by targeting their training and development here. All leaders need to be able to develop and share a compelling vision.

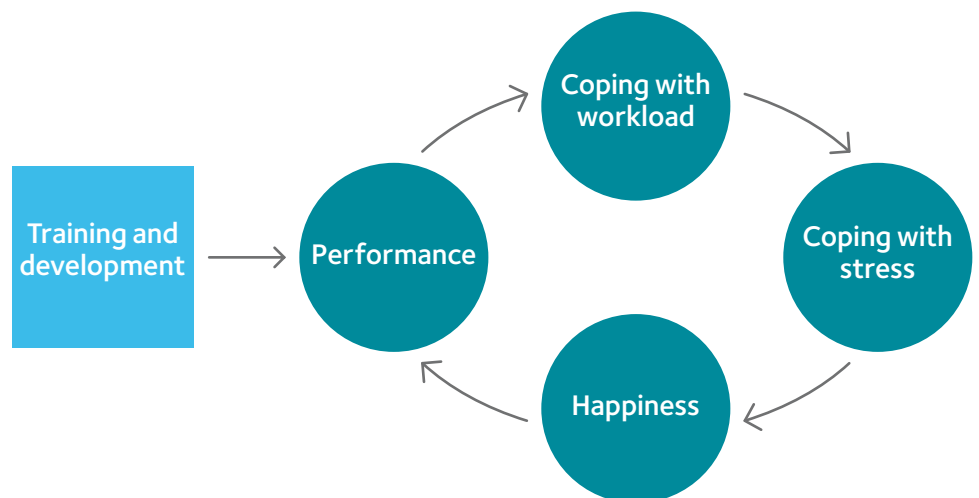
Managers feel they are better at the more functional aspects of their role, but need greater support around core leadership skills such as setting a compelling vision for their team.

Figure 3: Performance by management skillset



The research indicates a close inter-relationship between managers' performance, happiness, stress levels and ability to cope with workload. We see that training and development can not only impact on performance, it can also indirectly improve psychological wellbeing.

Figure 4: The positivity and performance loop



Download your full copy of the research at www.i-l-m.com/positivity



→ Targeting training to drive positivity and performance



The research highlights the value of management development that provides team leaders and first-line managers with the essential skills to plan and manage a stretching team workload and the stress this can cause. We also see a clear opportunity to help managers at all levels motivate and inspire their teams with clear targets and objectives underpinned by a clear compelling vision of what success will look like.

ILM's highly flexible leadership and management qualifications give employers and training providers the freedom to hand-pick from a wide range of units of learning to create Awards (up to 12 credits) and Certificates (13 to 36 credits) that meet the specific development needs of organisations and their managers. Building on this research, we have identified a set of pathways (choices of unit) that are designed to maximise positivity and performance.

Recommended pathways

Level 2 qualifications in Leadership and Team Skills for Team Leaders

We recommend these three units for an Award with the minimum credit value of three credits:

8000-251	Improving Performance of the Work Team <i>1 Credit</i>
8000-269	Managing Yourself <i>1 Credit</i>
8000-265	Workplace Communication <i>1 Credit</i>

Add these four units for a 14 credit Certificate

8000-252	Planning and Monitoring Work <i>2 Credits</i>
8000-272	Setting Team Objectives in the Workplace <i>2 Credits</i>
8000-339	Understanding Good Practice in Workplace Coaching <i>3 Credits</i>
8000-340	Undertaking Coaching in the Workplace <i>4 Credits</i>

Level 3 qualifications in Leadership and Management for First Line Managers

We recommend these three units for an Award with the minimum credit value of four credits:

8605-341	Leading and Motivating a Team Effectively <i>2 Credits</i>
8605-313	Understanding Stress Management in the Workplace <i>1 Credit</i>
8605-319	Understanding Organising and Delegating in the Workplace <i>1 Credit</i>

Add these five units to create a 14 credit Certificate

8605-310	Understanding How to Motivate to Improve Performance <i>2 Credits</i>
8600-302	Planning Change in the Workplace <i>2 Credits</i>
8605-303	Planning and Allocating Work <i>2 Credits</i>
8600-320	Managing Workplace Projects <i>2 Credits</i>
8600-322	Understand the Organisation and its Context <i>2 Credits</i>

For more information on these recommended pathways, please contact our customer services team: T +44 (0)1543 266867 E customer@i-l-m.com



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