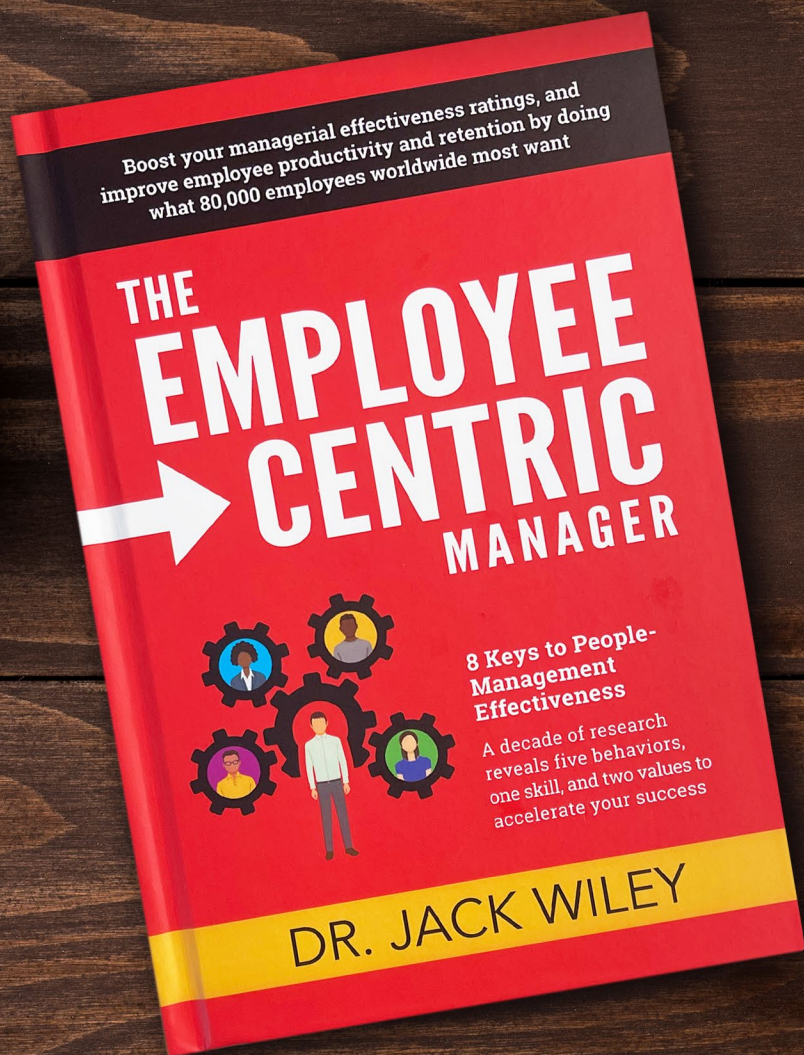


TRENDICATORS BOOK REVIEW

IMPROVING PEOPLE-MANAGEMENT EFFECTIVENESS



**Learn what 80,000 employees in 27 countries
most want from their manager**



TRENDICATORS

HR Research & Insights by Engage2Excel™ Group

Introduction

The Trendicators research division of Engage2Excel is proud to present this review of *The Employee-Centric Manager*, by Dr. Jack Wiley, our chief scientific officer.

Few variables have greater influence over employee performance and retention than the relationship between employees and their immediate supervisor. However, until now, what employees want most from their managers has not been the subject of rigorous scientific analysis. *The Employee-Centric Manager*, by world-renowned organizational psychologist,

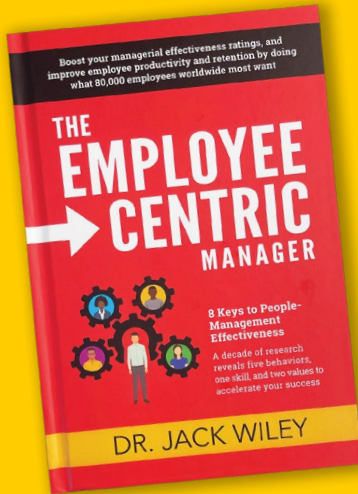
author and consultant Dr. Jack Wiley, presents the results and actionable takeaways from a decade-long investigation.

Based on a survey of 80,000 employees representing 27 countries, all major job titles and three generations across all major industries, *The Employee-Centric Manager* reveals the five behaviors, two values and one skill that any manager at any level within any organization can adopt to improve managerial effectiveness and ultimately create great career experiences.

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What's Inside the Book?



IDENTIFIES THE

8

ATTRIBUTES
80,000
EMPLOYEES
IN 27 COUNTRIES
MOST WANT
FROM THEIR
MANAGER

90

EASY-TO-APPLY
"DO AND DON'T" TIPS

Effective people management is situational. Dr. Wiley helps managers understand what to do and what not to do in translating what employees want into positive experiences that result in improved performance and retention.

40

BEST PRACTICE
RECOMMENDATIONS

Dr. Wiley's research reveals five behaviors, one skill and two values employees want from managers. Each of these are supported with proven best practice recommendations.

8

EMPLOYEE-CENTRIC
MANAGER PROFILES

Managers who excel at demonstrating the attributes employees want most speak candidly about their people management experiences, challenges and successes.

Employee experience isn't a goal, it's a reality. Reading what people have to say about their first-hand experiences with managers on each of the eight employee-centric attributes provides important context that every manager can learn from.

96

VERBATIM QUOTES FROM
EMPLOYEES ON POSITIVE
AND NEGATIVE EXPERIENCES
WITH MANAGERS

How Will You Address Today's Most Pressing People-Management Challenges?

Milton Friedman said that, “Only a crisis, real or perceived, produces real change.” The COVID-19 pandemic has forever changed the world of work. While experts have talked about the importance of the employee experience for years, a vital catalyst in the workplace equation—the relationship between a manager and their employees—has largely been ignored. Most managers have little or no training in people

management, and learning retention rates for those that have been trained decline by as much as 75% after just six days. The COVID crisis has been accompanied by acute labor shortages, significant increases in voluntary turnover, increased hesitancy around returning to the workplace and heightened stress among essential onsite personnel. How is your organization dealing with these challenges?

70%
**OF MANAGERS
HAVE EITHER
RECEIVED NO PEOPLE-
MANAGEMENT
TRAINING OR THEIR
TRAINING WAS
CAPPED AT
4 HOURS**

PEOPLE MANAGEMENT SKILLS

**HAVE A PROFOUND
INFLUENCE ON:**

- **ENGAGEMENT**
- **PERFORMANCE**
- **RETENTION**



**A TOP
REASON
PEOPLE SEEK
EMPLOYMENT
ELSEWHERE IS
NOT BEING
TREATED WITH
RESPECT AND
APPRECIATION**



The Big Quit

**IN 2021,
THE QUIT RATE
IN THE U.S. ROSE
TO A RECORD
HIGH OF 2.7%**

SOURCE: Multikani, Lucia. "U.S. Job Openings, Quits Hit Record Highs in April." Reuters.com, June 8, 2021.



What Do Employees Want and Need Most From Their Managers Today?

Based on survey research involving 80,000 employees in 27 countries, *The Employee-Centric Manager* reveals eight attributes that employees want and need from their manager. While HR experts and leaders will benefit greatly, the book was written for managers at all levels to use as a quick reference handbook in improving their daily interactions with employees to boost engagement, performance and retention.

“The Employee-Centric Manager is a practical roadmap any manager can follow to improve people management skills.”

**STUART C. HARVEY, JR., SENIOR ADVISOR
THE BLACKSTONE GROUP**

Former Chairman, CEO and President of Ceridian HCM

The 8 Attributes of Employee-Centric Managers

5 BEHAVIORS

- Support and Understanding
- Recognition
- Dignity and Respect
- Clear Performance Expectations
- Reward Performance Contributions

1 SKILL

- Problem-Solving and Decision-Making

2 VALUES

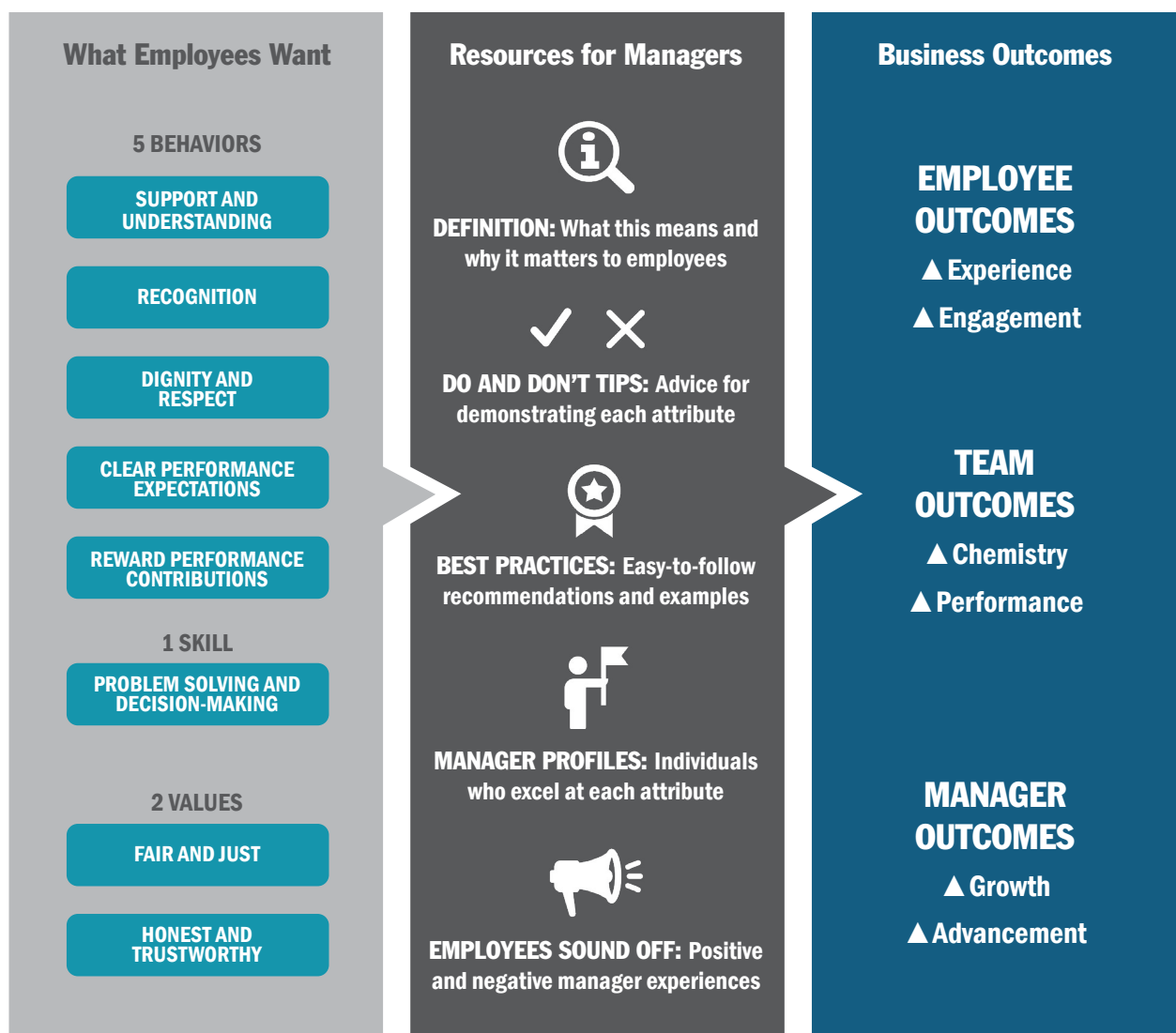
- Fair and Just
- Honest and Trustworthy



The Definitive Guide for People Management in the Modern Workplace

Significant disparities exist between what employees want from their managers and what managers think they want. *The Employee-Centric Manager* fills this void by serving as a handbook managers can refer to again and again for practical, easy-to-follow insights

and guidance on dealing with daily people management challenges. It is the first evidence-based book on people management derived from the voice of the employee that offers a clear path toward improved outcomes for employees, teams and managers.



“It not only helps managers get their arms around what to do, it provides powerful evidence of how employee-centric managers outperform all others.”

ELAINE PULAKOS, CEO, PDRI

Author and speaker on organizational agility, resilience, and performance

What Difference Do Employee-Centric Managers Make?

Born out of a decade of research, *The Employee-Centric Manager* is not a book about research. Rather, it is a how-to manual designed to help managers understand and demonstrate employee-centricity to achieve significant improvements in employee engagement, team chemistry and team productivity. Dr. Wiley explains his findings in terms anyone can understand, and documents his methodologies and findings in detail in the appendices.

“Most books on management are theoretical. This one isn’t. Every page contains practical advice you can incorporate into your interactions to become the leader everyone wants to follow.”

DAVID HAIST, CHAIRMAN, PARKVIEW HEALTH

Employee-Centric Managers Drive Better Business Outcomes

EMPLOYEE CENTRIC MANAGERS (ECMs)	EMPLOYEE ENGAGEMENT	TEAM CHEMISTRY	TEAM PRODUCTIVITY
Top-Rated ECMs	97%	99%	99%
Middle-Rated ECMs	76%	71%	75%
Bottom-Rated ECMs	20%	41%	39%

Employee-Centric Manager (ECM) Attributes account for 67% of managerial effectiveness ratings

9 Reasons Why Every People Manager Should Own The Handbook

In theory, individuals who achieve managerial status have done so because of their ability to positively influence workplace outcomes. However, this is often not the case. All managers are under pressure to improve results, and this focus on outcomes can create adverse experiences for the very people managers depend on to produce results.

People don't change unless it makes a difference for them to do so. In Chapter 1 of *The Employee-Centric Manager*, Dr. Wiley presents nine benefits, listed below, for managers who embrace the principles of employee-centric management. Each benefit includes a brief summary of the research that supports it, and deeper research is found later in the book.

“When you understand and nurture what employees want and need to succeed, you create a powerful competitive advantage. Dr. Wiley’s book mirrors the values our company holds dear. That’s why I ordered copies for every manager in our organization.”

JOHN DREYER, PRESIDENT AND CEO, THE SHELBY GROUP

Benefits for Managers

- 1** Discover what employees most want from a manager
- 2** Become a top-notch people manager
- 3** Develop the people skills employees need to succeed
- 4** Create superior work experiences for employees
- 5** Build more engaged and productive teams
- 6** Enable a more positive and inclusive work environment
- 7** Achieve higher levels of team performance
- 8** Boost overall managerial effectiveness ratings
- 9** Follow an evidence-based pathway for employee, team, and personal success

Employee-Centric Managers Who Are Transforming the Modern Workplace

The primary function of a manager is to get people to work together for the attainment of an organization's goals and objectives. What sets employee-centric managers apart is their ability to understand the needs and interests of individuals in motivating higher levels of engagement and performance. *The Employee-*

Centric Manager features interviews with eight individuals who excel at demonstrating what employees want from a supervisor. The Q&A profiles bring the principles of employee-centricity to life with personal stories, anecdotes and descriptions of career-changing circumstances.

Three of the 8 managers profiled in *The Employee-Centric Manager*:



Chris Graham, Steel Dynamics: Learn how an employee-centric approach to rewarding performance contributions helps Steel Dynamics earn higher margins and pay higher wages than its peers.



Dena Jacquay, Parkview Health: Find out how the employee-centric culture at Parkview Health enabled it to overcome COVID-19 staffing challenges and avoid any furloughs, pay cuts, or layoffs during the pandemic.



Mark Casper, MPS Egg Farms: Discover how an employee-centric approach to management helped MPS Egg Farms grow revenues 23% during the pandemic despite 24,000 hours of paid sick leave.

About the Author



Dr. Jack Wiley
Author
*The Employee-Centric
Manager*

What do employees most want and what organizational design factors best promote employee engagement, performance confidence and business success? These are the two questions that Dr. Wiley has focused on for more than three decades. As a keynote speaker at conferences around the world, Dr. Wiley is often quoted in the human resource trades and national media, on topics including employee engagement, leadership effectiveness and business performance.

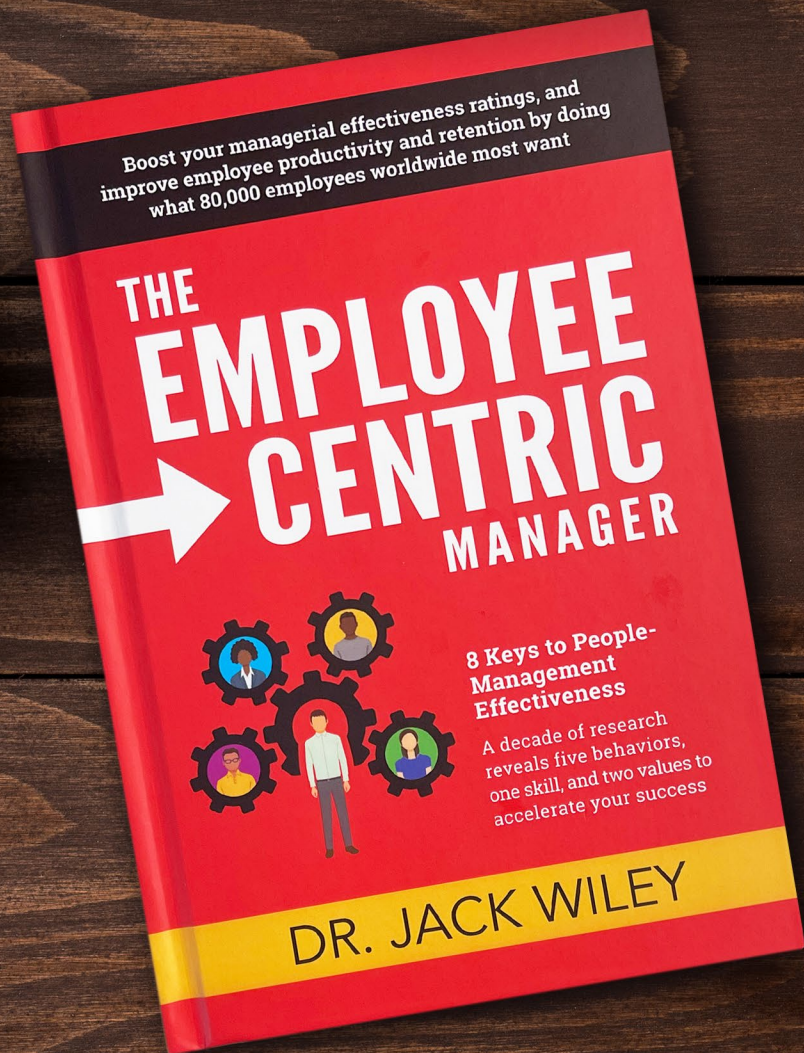
Dr. Wiley is the president & CEO of Jack Wiley Consulting, LLC, and Employee Centricity LLC. In addition to his business ventures, he's the chief scientific officer at Engage2Excel where he educates top leadership teams on how their employees currently view their organizational leadership and employee experience, and the actions leaders must take to build higher performing organizations.

As an author, Dr. Wiley's latest release (2021), *The Employee Centric Manager: 8 Keys to People Management Effectiveness*, is described as the definitive handbook for managing people in the modern workforce. His previous book, *RESPECT: Delivering Results by Giving Employees What They Really Want*, is based on compelling evidence that when organizations satisfy seven core employee "wants" they are rewarded with stronger employee engagement, higher customer satisfaction and superior financial results.

In 2014, Dr. Wiley was awarded SIOP's (Society of Industrial and Organizational Psychology) prestigious Professional Practice award, a lifetime achievement award for outstanding contributions to the practice of industrial-organizational psychology. In addition to being elected to Fellow status in SIOP, he is also a Fellow of the American Psychological Association and the Association for Psychological Science.

How to Order

Engage2Excel is proud to offer special pricing on pre-release editions of *The Employee-Centric Manager* by Dr. Jack Wiley, our Chief Scientific Officer.



For special offers on single- and multiple-copy purchases:

Visit Engage2Excel.com/ECM

The Engage2Excel group of companies creates engaging career and consumer experiences. Its Career Experience Suite (CXS) provides recruitment, onboarding, employee recognition, manager development and employee survey solutions tailored to each organization and designed to help clients find and keep their talent. With over 3,000 client partners, Engage2Excel has a proud heritage of developing innovative solutions that improve competitive advantage and boost bottom-line results.

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