

Krauthammer Observatory 2008

What behaviour do European employees seek from managers?

How do those managers behave in reality?

How do culture, gender and work pressure affect desires and experience?

What does a snapshot of the business climate reveal?



krauthammer

Everything starts and ends with people

Organisations are communities of people, rather than simply vehicles for making money. People who are working together to improve their own lives, and the lives of those they feel responsible for. The task of management is not, primarily, to improve figures, products, systems or processes. Management is about helping people succeed.

Your organisation may be undergoing a seismic shift - a merger, a large scale acquisition, a major offshoring or outsourcing programme. It may be intensively streamlining operational processes, drawing on the wealth of management tools now populating the machinery of modern organisations.

And still, no matter how elegant or well-researched your strategy and implementation plan, no matter how high-performing your software systems, organisations remain – and will always remain - communities of *human beings*.

People need to answer three basic questions to ensure that strategy transcends powerpoint presentations and internal memorandae, to take root in their day-to-day lives, their hearts and minds. *Does this make sense to me? Am I willing to contribute? Am I able to?* The extent to which employees can answer these questions depends upon the quality of the way they are managed – and manage *themselves*. Every year in Europe, hundreds of millions of Euro are spent on getting managers to do better. And HR responsables are continously urged to 'improve return on investment' in management performance. Finally, the issue of 'getting and keeping the right people' has become a serious concern. Time to assess, evaluate, and refocus? We believe so.

"When I am trying to detect high potentials, or improve management performance, I don't know where to start. What are the 'must-haves' of management?" the HR Vice President of an international software engineering company asked us. We add - where are the biggest gaps in management performance? And indeed - how much does any of this matter to employees?

Welcome to Krauthammer Observatory.

Are you a manager of others – a project, a small team, a division, an entire organisation? Are you seeking to better manage *yourself*? Or to better evaluate the performance of your manager, to detect and express your needs in a concrete and constructive way? If you are an HR professional, are

you tempted by the notion of reinstalling commonsense into management and leadership development?

This report gives you the focus, the concrete guidelines, and the data, to make changes where it matters.

35 years' of consultancy-based training and coaching all over the world, from boardroom to postroom, have led us to conclude that *four dimensions are key to sustainable performance* - a 'dashboard' of core behaviours . These concern the precise ways in which managers interact with employees - and with themselves. And these, we argue, are the areas upon which managers can - and should - concentrate in the drive for sustainable performance.

First and foremost, the managerial foundation of 'exercising discipline'. In the way managers govern themselves, and guarantee corporate ethics. Secondly, how managers 'generate directions'. Thirdly, how they 'make decisions'. And fourthly, how they 'secure delivery'.

Management behaviour - from intuition to information

Krauthammer Observatory is a research-based initiative which over five years will explore management behaviour in Europe, building up its population of respondents. Each year, the observatory will cover two areas:

Firstly, we will fill our dashboard with data regarding expected and actual behaviour. Secondly, we will take the temperature of the work climate, examining work, harmony and trust in employee-manager relationships, and contact vectors.

In April 2007, the first survey was published. The results revealed serious defects in management practice. In 2008, we refresh and deepen the survey, investigating how differences in nationality, gender and levels of business pressure can influence matters.

My manager..

...never lets me express my ideas
Key Account Manager, Medical sector, Holland

...doesn't recognise success
Customer Relations Manager, Interim sector, France

... doesn't delegate
Technical Manager, Medical sector, France



Krauthammer Observatory, findings in brief

Part one – the dashboard

The gaps between what people want and get are highly significant. Employees get the behaviour they seek from their managers only around half of the time

Around one in ten managers is behaving in a way that could even damage performance. Most alarming; in securing ethical standards, 31% of managers fail to either reward conformity – or to punish deviation.

Part two – the business climate

Despite failings in managerial performance, around 70% of employees have high levels of trust in their manager, or have a harmonious relationship with him or her.

Compared with 2007, we see little change in people's perceptions about business pressure, trust in their managers and harmony in employee-manager relations. All are scoring relatively encouragingly. 42% of people are feeling pretty comfortable with business pressure (39% feel neutral). And 68% have very high trust in their manager and a very harmonious relationship with him or her. The rest are either feeling neutral, (around 20%) or actively disgruntled (8% report a conflictual relationship with their manager, 14% report active distrust). Neutrality can also imply vulnerability in the face of negative influence. Or put more brightly, room for gains and remedial action.

Topline conclusions

- ➔ Trust and harmony are apparently resistant to failings in managerial performance.
- ➔ Employee development and performance measures are disappointing employees and companies are losing replicable management information.
- ➔ Managers are overcautious in admitting responsibility for mistakes, and in involving employees in solving dilemmas or problems. They are missing opportunities to convert receivers into co-creators and ambassadors.
- ➔ Employees seek context and visibility
- ➔ Warning signals regarding ethics – many managers fail to secure conformity to ethical standards. And employees doubt that a direct confrontation of their manager would be encouraged in the case of malpractice.
- ➔ More face-to-face contact is sought by employees, as an over-reliance on e-mail and the telephone emerges.

Going deeper...

- ➔ French employees have unusually high expectations in many areas, and, perhaps because of this, report the biggest gaps.
- ➔ Dutch employees have rather low expectations, and report the lowest gaps.
- ➔ Work pressure has no noticeable effect on employee expectations. However, people expect less that managers should welcome confrontations about their own sub-standard ethical practice. Organisations under pressure should check their ethical transparency.
- ➔ Employees in high pressure environments report better management in several areas – are good managers placed where pressure is highest?
- ➔ We find very few gender differences when it comes to expected and received behaviour.

Key findings

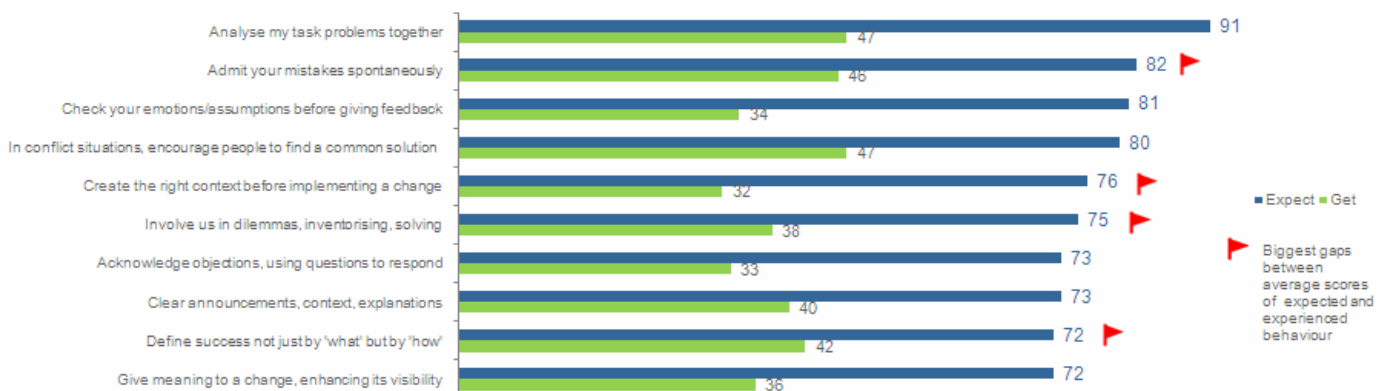
Part one – expected and actual behaviour – top 10

30 core management practices were surveyed. Here are the top ten – the modes of behaviour most employees seek. In all of them, managers are falling significantly short of employee – and therefore company - needs.

What employees want – and get – the 10 most wanted forms of behaviour. (Expressed in %)

This graph shows the behaviours most sought by employees. In the case of four (marked with a red flag), the gap between what is sought and what is experienced is also amongst the most significant. The dual message of 'behaviour most wanted' and 'least satisfactory behaviour' is a powerful one for managers.

Key findings by dimension



Self discipline – How far a manager self-controls and takes distance.

82% of people want managers to accept full responsibility for mistakes spontaneously, and whilst 46% of managers do this, 21% admit the mistake 'has been made' without assuming responsibility, or dismiss its importance. In another difficult situation – facing objections, rather than acknowledging the objection and using questions to formulate a response, 42% of managers simply argue on the basis of fact.

Ethical discipline - How a manager fulfils the role of anchoring a company's ethical/moral standards

42% of managers define success not just by results, but by how they are achieved. 30% tend to only look at results, regardless of how these are achieved. Managers actually encourage unethical behaviour in only 2% of cases. Still, 31% neither reward conformity to ethical standards, nor reward deviation from these.

Generating directions – How a manager creates the conditions for courses of action to be set and realised.

When dilemmas arise, employees want to help managers in inventing options and finding solutions. However, managers either present the solution only, not showing how this was reached (21%), or present a set of options and conclude by presenting their solution (32%). When a change is underway, employees want their manager to give it meaning, enhancing its visibility. Managers mostly only confirm the rationale behind the change (44%). Others express their doubts, 5% even object to the change, mock or denigrate it.

Making decisions – How a manager makes and implements decisions.

When it comes to conflict, employees want their manager to encourage them to find a common solution themselves. 47% of managers do this, 23% are rather more directive. After consulting employees, they make a decision alone. 14% hit the red button straightaway, deciding immediately without consulting employees.

Employees want managers to announce decisions clearly, putting them into context, with explanations and 40% do this. However, over a third (35%), tend to limit themselves to facts and detail. And 25% swing the other way, are imprecise or beat about the bush.

People want managers to create the right context – or conditions - before implementing a decision. However, only 32% of managers do. More commonly (in 47% of cases) managers implement decisions immediately, doing their best to keep on track afterwards. Around 20% wait for conditions to suit them, personally, or allow the context to dictate matters

Securing delivery – *How a manager ensures employees get things done as agreed.*

When they have difficulties executing a task, 91% of employees want their managers to analyse the problems with them - 47% of managers do this. A third (31%), tend to make their own analysis and then present it to the employee. 81% of employees want managers to check their emotions and assumptions before giving feedback - 34% of managers do tend to hold back. Yet in reality, managers tend to feed back only in the case of a problem (24%) or postpone feedback to formal moments (23%). 19% of managers are guided principally by their emotions and feelings.

The biggest gaps



For each dimension, we identified the practices which showed the biggest gaps between what employees sought, and experienced. Here are the top gaps per dimension.

Also on the top ten most wanted list?	Practice
	Managing talent - Use 360 feedback to gain a wider perspective
	Ensuring understanding - Check my feelings and level of understanding when delivering a message
✓	Admitting mistakes – please admit responsibility spontaneously
	Displaying consistency – please walk the talk, and talk the walk
✓	Contextualising success – please judge success not only by results, but by the way these are achieved
✓	Deciding implementation moment – create the right context prior to implementing a decision
✓	Handling dilemmas – involve us in inventorising options and finding solutions
	Pacing control – do so at given steps which are mutually agreed beforehand

This is the start of a journey into management practice in 2008.

Here you will find signposts to major wins in terms of motivation, information gathering, and trustbuilding – all vital elements of organisational vitality and the retention of people. We now invite you to read the full report.

Contents

- Everything starts and ends with people..... 2
- Topline conclusions..... 3
- Key findings..... 4
- Full report..... 7
- The methodology 8
- The dashboard – 4 dimensions, 30 practices..... 11
- Results at a glance..... 1
- Results in detail..... 13
- 1 Exercising discipline – a) self discipline..... 14
- 1 Exercising discipline – b) ethical discipline..... 16
- 2 Generating directions 21
- 3 Making decisions..... 25
- 4 Securing delivery..... 29
- Diving deeper 33
- Business pressure..... 39
- Relationships..... 39
- Contact..... 40
- About the research..... 41
- About the authors..... 41

Full report

The methodology

Drawing on the information collected in its Observatory, Krauthammer is building up a European dashboard of management dimensions. This means researching the behaviour employees seek and experience for 30 essential management practices, such as the way managers 'question themselves' or 'seek feedback'. The 30 practices are arranged within 4 key dimensions – 'exercising discipline', 'generating directions', 'making decisions' and 'securing delivery'. This report contains the results of the second edition of the Observatory, and also takes the temperature of the business climate in which people are operating. Over the next five years our Observatory will fill the dashboard with ever more data concerning the behaviour employees seek and receive.

30 areas of practice... observable managerial behaviour

In order to explore the kinds of practice people seek – and compare these with what they generally experience, respondents to the survey are given 30 multiple choice questions. Each question expresses a core area of management practice - such as the extent to which a manager questions him or herself, or listens to the respondent when he or she expresses an idea. For each area of practice, respondents must consider two perspectives:

- ➔ For sustainable performance, what behaviour do you believe your manager *should adopt*?
- ➔ And, what behaviour do you *actually observe* most of the time?

Each area of practice is now declined into four observable behaviours presented as a multiple choice.

Example – self questioning:

My manager <i>should</i> question his/her point of view...	My manager <i>questions</i> his/her point of view...
<input type="radio"/> Spontaneously	<input type="radio"/> Spontaneously
<input type="radio"/> If given evidence that the alternative is more effective	<input type="radio"/> If given evidence that the alternative is more effective
<input type="radio"/> Only rarely, and then only if obliged to for personal stakes	<input type="radio"/> Only rarely, and then only if obliged to for personal stakes
<input type="radio"/> None of the above	<input type="radio"/> By always having to be right, preferring failure to admitting being wrong

The behaviours have been devised according to the following scale:

- 4 Exemplary:** The manager assimilates the full complexity of his or her environment, develops an active relationship and ensures that performance is stepped up. (Questions his/her point of view 'spontaneously').
- 3 Operational:** The manager comprehends part of his or her environment, creates a minimum relationship and maintains performance (Questions his/her point of view 'if given evidence that the alternative is more effective').
- 2 Penalising:** The manager ignores his or her environment, does not build up a relationship and cuts back performance. (Questions his/her point of view 'only rarely, and then only if obliged to for personal stakes').
- 1 Disqualifying:** The manager ignores his or her environment, impairs the relationship and prevents performance (Questions his or her point of view by always having to be right, preferring failure to admitting being wrong).

Most behaviours, and their related questions, are derived from a tool rigorously developed and tested by Krauthammer, and widely used to evaluate and benchmark the managerial behaviour of training and coaching participants^[1] The questions relating to ethics were created by the Free University of Amsterdam.^[2]

Respondents are not asked whether the manager *should* adopt 'level one' behaviour.

4 dimensions...organising the 30 practices

The 30 practices are arranged into four areas as follows:

- 1 Exercising discipline** – how far a manager self controls, takes distance, and assures adherence to a company's ethical standards. This area is central to a manager's performance, and the three others depend upon it. 'Self questioning' belongs to this area.
- 2 Generating directions** – how a manager creates the conditions for a course of action to be set and realised.
- 3 Making decisions** – how the manager makes and implements these.
- 4 Securing delivery** – how the manager ensures that employees get things done

30 + 4 = the dashboard

Classifying the 30 practices within the 4 dimensions creates a 'dashboard of managerial behaviour' which is presented on page 10.

The business climate

In addition to the 30 areas of practice, respondents are questioned about the levels of business pressure they are under, harmony and trust in the relationship with their manager, the length of time they have been working for him or her, and the vectors they use to communicate with their manager (and would most like to use), such as the telephone, e-mail, etc. We further ask for demographic data – for example, employee age, time in work, nationality, gender and so on.

[1] 'The 4LS evaluation' developed by Daniel Eppling and Laurent Magnien of Krauthammer and the publication by the same authors 'Quel manager êtes-vous ?' – Eyrolles, 2005

[2] Frederique Six and Karin Lasthuizen, Free University of Amsterdam

Part One – the dashboard



“It is striking that the fundamental management notion of ‘helping people forward’ is so weak. says Ronald Meijers, Executive Board Member of Krauthammer. “What would happen to the quality of management if high standards became the norm? On the other hand, ‘modern management’ has only been practiced for 100 years. So let’s preserve our hope and realism. Like parenting, management is very difficult to do well and is both undervalued and undersupported. This is a mistake. Management is about people’s lives – it is simply too important to neglect. Hence the standard we are defining and promoting here. A standard which we can see as ‘preventative medicine’. If, for example, we have consciously practiced optimum management standards, as precisely and pragmatically defined here, and an employee continues to underperform, we can be more secure in the knowledge that it is time to stop investing, and start demanding.



Marjon Oosterhout has 17 years' global experience in leadership and organisation development, change and talent management in Nissan, GE, ICI and Shell. Her reaction to the research? “It is frightening, worrying, sad. Two thoughts came up spontaneously. Firstly, that many respondents are wearing two hats – direct report and manager. That suggests there is a gap between what managers intend to give out and what they experience as direct reports. It indicates that few truly honest conversations take place between managers and their direct reports. And it raises an interesting dilemma – do I tune in on being a good follower, or a good leader, or both...?

Secondly: ‘You get what you measure and reward.’ For example, measuring and rewarding both the ‘what’ and the ‘how’ takes courage. It means you need to take action against people who deliver results, but don’t respect the values. I know of only one company that consistently did that: General Electric. Also, expecting managers to come forward and admit to mistakes requires a culture in which learning from mistakes is valued and not punished!

The dashboard – 4 dimensions, 30 practices

- Guiding others
- Processing ideas
- Setting objectives
- Pacing control
- Contextualising change
- Handling dilemmas

2

Generating directions

How a manager creates the conditions for courses of action to be set and realised. We use the plural because managers are usually dealing with more than one direction at a time, or inventoring several ways of solving a problem. A pre-determined direction can change mid-course due to new circumstances or poor results.

1

Exercising discipline

Self discipline

How far a manager self-controls and takes distance. We focus on interpersonal communication – the extent to which the manager gives the employee the space to express and absorb his or her communications, and the extent to which s/he questions his or her own standpoint.

Ethical discipline

How a manager fulfils the role of anchoring a company's ethical standards - imposing compliance – seeking commitment – or promoting self governance. We focus on two axes – the personal ethics of the manager, and the way in which s/he acts as ethical guarantor.

- Listening to ideas
- Ensuring understanding
- Questioning self
- Admitting mistakes
- Receiving feedback
- Responding to objections

- Displaying consistency
- Demonstrating morality
- Transmitting organisational values
- Securing behaviour
- Contextualising success
- Encouraging transparency

3

Making decisions

How a manager makes and implements decisions. We explore the way in which a manager prepares decisions – consulting others, and the degree of context he or she creates in the announcement of a decision. And in implementing decisions, the conditions a manager considers before launching projects, and handles conflictual situations.

- Pre-involving others
- Contextualising announcement
- Supporting top-down
- Deciding implementation moment
- Refusing requests
- Arbitrating conflicts

4

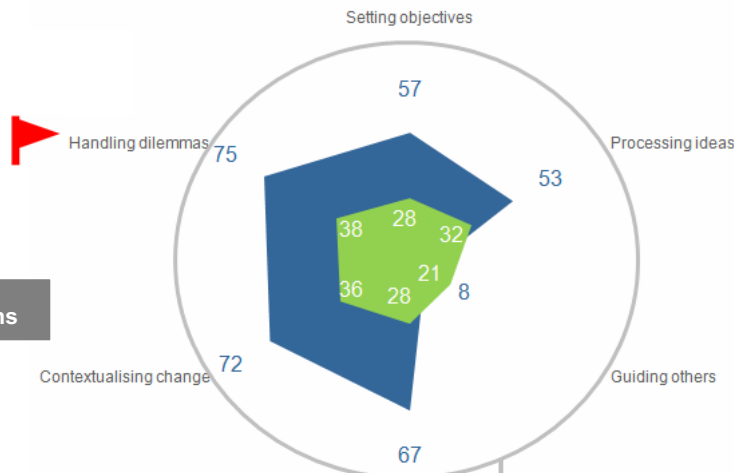
Securing Delivery

How a manager ensures employees get things done as agreed. This relates to the personal development of employees, and how this is supported in everyday activities, such as the responsibilities or tasks delegated to them. It relates also to a manager's dealings with the employee in running processes – controls, feedback, and problem solving.

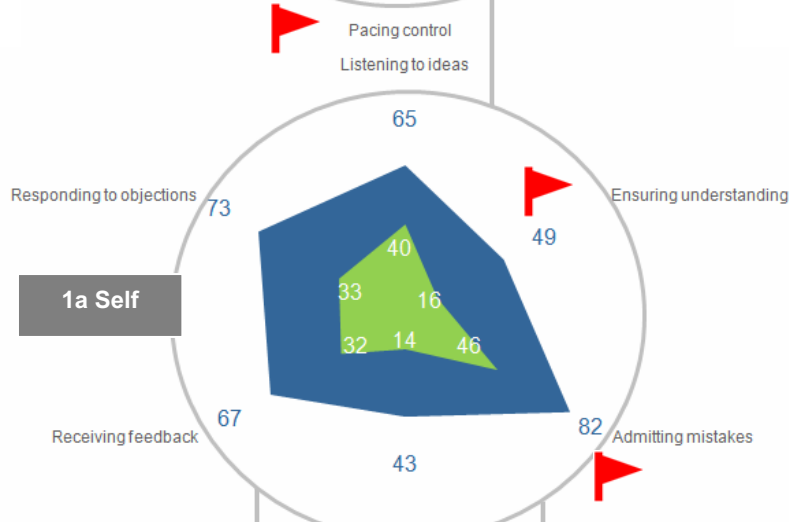
- Managing talent
- Co-defining development goals
- Delegating considerations
- Monitoring processes
- Giving feedback
- Supporting execution

Results at a glance

2 Generating directions



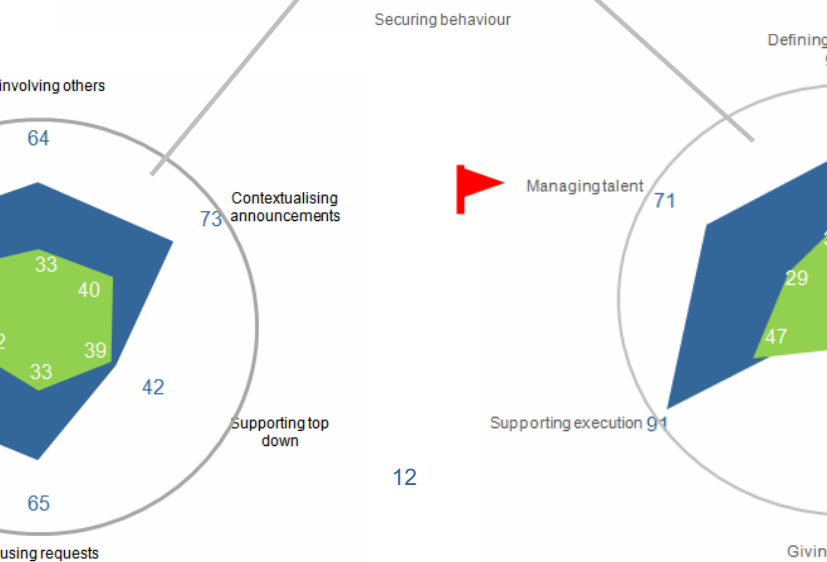
1a Self



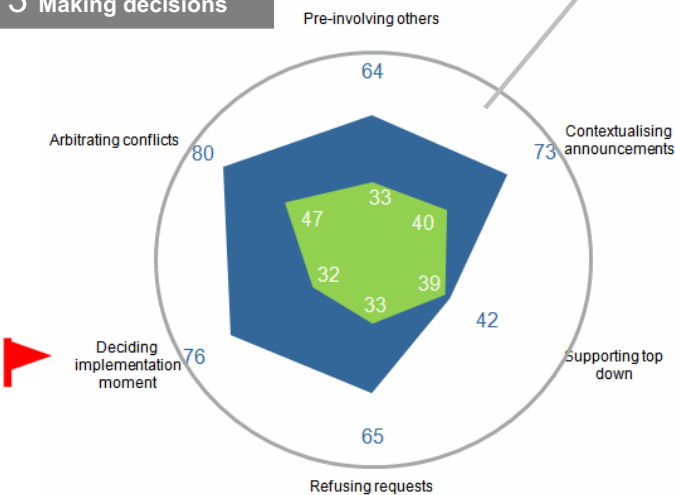
1 Exercising discipline



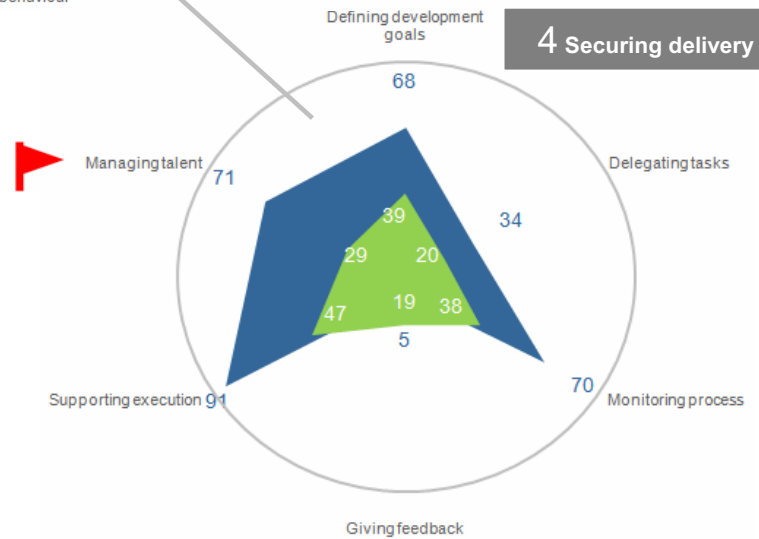
1b Ethics



3 Making decisions



4 Securing delivery



- % of employees seeking exemplary behaviour in this area
- % of employees experiencing exemplary behaviour
- Areas where gaps between what is sought and experienced are the biggest

Results in detail

1 Exercising discipline – a) self discipline

How far a manager controls, takes distance.

**82% of people want managers to spontaneously admit mistakes.
Only 46% report that their manager does this.**

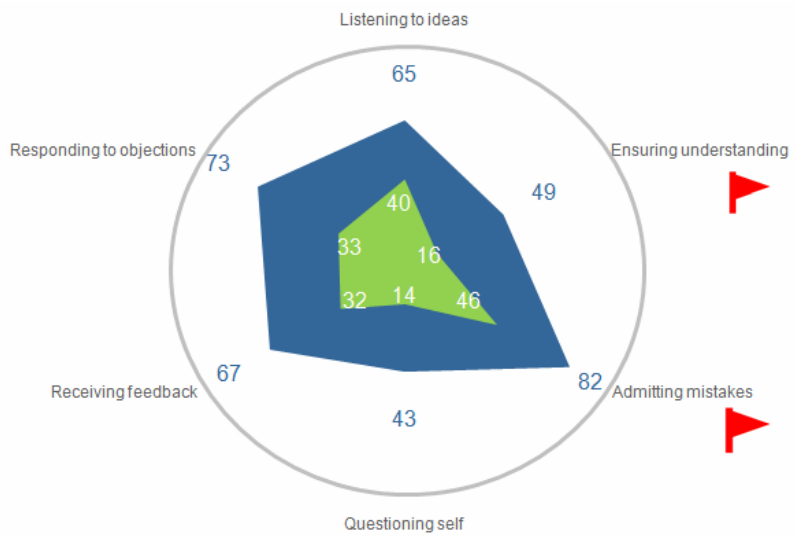
Self discipline lies at the very heart of managerial practice. It concerns the manager's ability to self-control, to take distance. We focus on interpersonal communication – the extent to which the manager gives the employee the space to express and absorb his or her communications, and questions his or her own standpoint. So crucial is this area, that it receives special attention in this report.

Overview

- ➔ The gap between what employees expect and experience is highly significant for all six dimensions of self discipline
- ➔ The biggest gaps are displayed in the areas of 'ensuring understanding' and 'admitting mistakes'

Going deeper

- ➔ Around 40% of employees get exactly what they want
- ➔ Roughly 50% are disappointed – expecting more than they get
- ➔ Between 5 and 10% of employees actually get more than they expect..



Self discipline - results by area

1 Responding to objections

7th most wanted behaviour!

“Please acknowledge the objection - use questions to build your response”

How should a manager react when faced with an objection? In a world where we are often urged to ‘stick to the facts’, arguing on the basis of the purely rational is the reflex of 42% of managers. (19% contest the basis of the objection and 6% launch an aggressive counter attack). However, employees seek more than facts.

What 73% want, instead, is that managers acknowledge the objection, and base their response on questions. “I see what you are saying. How could we do this differently, in your view?”. In reality, only 33% of managers tend to do this. Yet such behaviour benefits all parties – and the quality of the solution. Acknowledging and questioning help employees feel heard and valued, can yield valuable information. It helps them to step into our shoes – or ‘see into our filter’ and gives us time to reflect.

2 Listening to ideas

“Please let me finish speaking – encourage me to go further”

When an employee is expressing an idea, how should the manager listen? Many academically gifted people have learnt that they must be the cleverest in the pack, and first with the answers, if they are to merit shelf space. Indeed, 17% of managers interrupt frequently, 34% only succeed in letting the employee finish a phrase before taking the floor once more. What 65% of people seek is that the manager controls his or her impulse to ‘be first’, not only letting the employee finish speaking, but encouraging further self-expression. 40% of managers do this in reality, not only increasing the employee’s motivation, but, again, gaining access to vital information.

3 Ensuring understanding

“When you tell me something, please check how I feel, as well as how well I understand”



When a manager is communicating a message, how should he or she check that the employee has received his or her communication as intended? Nearly half of employees, (42%), are happy that their manager simply checks whether they have understood the message, and indeed, 45% of managers remain at this level. It seems that managers - and employees - rather disregard the issue of feelings. Managers who slip any lower, however, be warned. Only 2% of employees want you to continue without checking their levels of understanding. And yet an astonishing 29% of managers are content to carry on regardless of how their message is received.

Slightly more people, (49%), want their manager to enquire about their *feelings*, as well as their level of *understanding*, when transmitting a message. Why is this important? Our motivation is crucially driven by our emotions. Giving an employee the financial reasons to cut a marketing budget will likely achieve the cuts. Helping him or her to express and come to terms with disappointment will also help to rekindle his or her motivation, especially if s/he must cancel a project in which s/he has invested a much effort – and communicate the cancellation to others..

4 Admitting mistakes

2nd most wanted
behaviour!

“Please accept full responsibility spontaneously”



When a manager has made an error, how openly should he or she admit it? In today’s tough business environment, readers may be surprised to learn that they are not only allowed by their employees to admit they are fallible but that a failure to admit responsibility so will fail to impress. And yet 55% of managers still avoid raising their hand. Of these, 26% actually dismiss the importance of the mistake, 21%, slyly ‘admit the mistake has been made’ without actually assuming the responsibility. And 8% actively shift the blame onto others.

This is one of the most serious flaws of judgement a manager can commit. 82% of employees (and, we presume, courts of law) demand that managers spontaneously assume full responsibility for their mistake and this behaviour ranks second in our list of the ‘top ten most wanted behaviours’. Assuming full responsibility for mistakes has a further benefit beyond the applause of employees – it counts as ‘example behaviour’. If employees see that their manager is admitting mistakes, they, too, will feel more secure in admitting to their own errors. And such transparency and honesty may one day save even your organisation from trouble..

5 Questioning ones-self

“Please question yourself spontaneously”

How open should a manager be to self-interrogation? Rather like admitting mistakes, we may have been taught that self interrogation is a sign of weakness and confuses employees. And we may be right – in some circumstances and under certain conditions. This is because opinions are rather divided on the subject of self-questioning. 48% of employees want their manager to question him or herself IF given evidence that the alternative is more effective and indeed, 55% of managers do so.

25% of managers on the other hand are behaving in a rather more autocratic mode, questioning

themselves only rarely, and then only if obliged to for personal reasons. 7% even prefer failure to admitting they are wrong.

What is the ideal? In this instance, the management doctrine of Krauthammer, which is that the manager should question him or herself spontaneously, is something many employees seem divided upon. Only 43% believe that a manager should do this, and only 14% of managers do it. Some self-questioning is perhaps in order on our side, and on the basis that we have been presented with a clear alternative, we are already investigating further.

6 Receiving feedback

“Please ask for my feedback and take it into account”

How should a manager behave with regard to feedback? How we behave is dictated by our view of the world – to what extent are we driven by the belief that this is a hostile place where any feedback will almost inevitably be negative? Or by our fear that we must be perfect and so we perceive feedback less as an opportunity to evolve – a gift from our entourage – than as a threat to our very survival. Managers seem to exercise some caution around feedback. When it comes their way, 45% will listen and accept (18% will contest the feedback or justify themselves, and 6% will even ignore it or become aggressive).

Yet most employees want something more from their managers. According to 67% of employees, managers should actively seek feedback and take it into account (instead of primly waiting for it). Yet only 32% of managers feel the need, make the time, or indeed have the courage to do this. Not only are they potentially missing some heartwarming compliments, they are also stalling their evolution, since they have no yardstick of their performance from their employees. These managers are very possibly missing major opportunities to get the commitment of people who quite simply take their feedback somewhere else – preferring to gossip and speculate - unproductively - around the coffee machine.

Self discipline - Golden rules

- 1 When faced with an objection** – even one you suspect is unfounded, acknowledge it and use questions to build your response. This will help employees feel heard and valued and give you access to valuable information. It will help employees to see things from your perspective, and give you time to reflect.
- 2 When an employee is expressing an idea** – even when you think you have a better one, do not only let them finish what they are saying, encourage them to go further. Not only will this increase their motivation, it will once again give you access to vital information – ‘the last drop’ is often an elixir - where the true substance of an idea can be found.
- 3 When you are telling an employee something**, check not only how well he or she understands, but how he or she feels about it. Understanding will appeal on a rational level, commitment requires feelings to be taken into account, especially if the employee has to motivate others to buy into a difficult decision or process.
- 4 When you have made a mistake**, it is vital to accept full responsibility spontaneously. Doing this will also encourage others to open up when they have done something less than perfect, creating what can be a life saving atmosphere of openness and transparency
- 5 Actively seek the feedback of your employees and take it into account**, this is a key to your evolution, to getting people’s commitment, and ensuring that vital information is expressed directly to you, rather than to the coffee machine.

1 Exercising discipline – b) ethical discipline



How a manager guarantees ethical/moral standards.

72% of people want their manager to define success not only by results, but by how these are achieved. Only 42% experience this. 30% of managers are uninterested in how success was achieved.

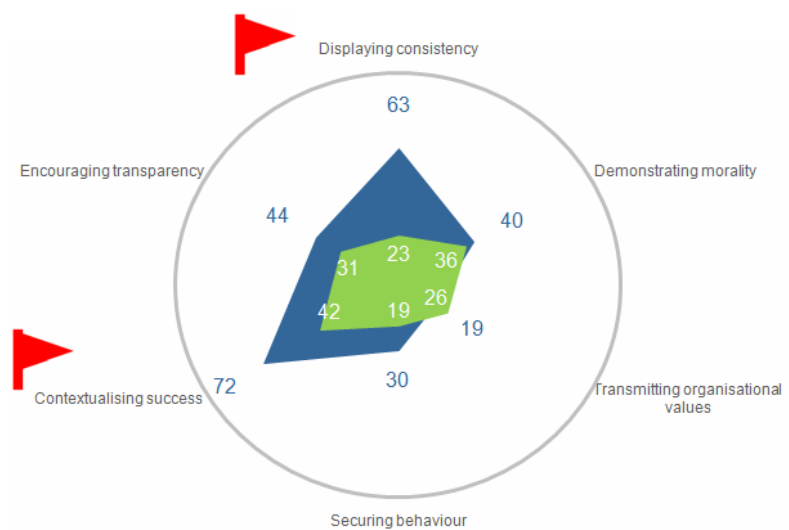
How does a manager fulfill his or her role of anchoring a company's ethical standards? The six areas identified and explored in this domain are linked to the notion of 'exercising discipline' and concern the personal ethics and moral standards of the manager, as well as the way in which s/he acts as ethical guarantor.

Overview

- ➔ The gap between what employees expect and experience is highly significant for almost all dimensions of ethical discipline.
- ➔ Only when it comes to demonstrating morality on a private, as well as professional level, is there no difference between what employees expect and get from their managers.
- ➔ The biggest gaps are displayed in the areas of 'displaying consistency' and 'contextualising success'.

Going deeper

- ➔ Around 55% of employees get exactly what they want. Roughly one third are disappointed.
- ➔ When it comes to transmitting organisational values, on the other hand, 22% of managers are exceeding expectations.



Ethical discipline - Results by area

1 Encouraging transparency

“Please encourage me to stand up to you when I sense you are either displaying, or allowing, unethical behaviour”

How should a manager ask his or her employees to behave when something is going wrong on an ethical level? No modern company, no matter what its status (and some might argue, particularly those with high status), is immune to scrutiny. However only 35% of employees believe that their manager should consider them exemplary if they report unethical behaviour to them when they experience it in the work environment. Yet 56% of managers, employees believe, would welcome such an approach.

Reporting unethical behaviour in the work environment – surely this is a basis for any self respecting organisation. So why are the percentages so low? The reason is simple - 44% of employees expect rather more. According to these individuals, a manager should ask to be confronted if they are behaving unethically or letting malpractice pass through the net. Worryingly, only 31% of managers, according to

their employees, would welcome such an approach. 10% of managers, apparently, would even prefer it if the employee closed their eyes and shut their ears to unethical behaviour. And 3% would actually encourage unethical behaviour on the part of the employee. Managers have already demonstrated that they are rather reluctant to admit their mistakes, or actively seek feedback. Once again we suspect that managers are reluctant to encourage a direct confrontation by employees of their own shortcomings. Organisations, if this research reflects reality, are potentially vulnerable to malpractice.

2 Displaying consistency

“Please always do what you say, and say what you do”

‘Walking the talk’ is a commonly used expression in modern business – a cliché even - and essentially means, ‘act in accordance with your principles’. 25% of people agree that managers should indeed do this, (37% comply with the request, 21% simply tell their staff what their principles are, without necessarily acting in accordance with them, and a rather worrying number, 19%, are totally inconsistent).

For most employees, ‘walking the talk’ is not good enough. They expect a higher level of behaviour from managers, in that managers should consistently remind employees what the talk actually is. Managers should therefore broadcast what their principles are, and act in accordance with them, according to 63% of employees. Unfortunately, only 23% of managers do this.

Far from being the tongue twister we expected this question to be, it actually yielded the highest response of all the questions in the ethical section, and one of the biggest gaps not only in this section but in the whole survey, revealing just how important it is for managers to consistently practice what they preach, and keep key messages alive.

3 Demonstrating morality

“Please routinely demonstrate your moral values to me on a professional level”

Just how far should managers go when it comes to demonstrating their moral values to employees? As the boundaries between work and private life slowly dissolve, Krauthammer’s assumption has been that employees should expect routine demonstrations of goodness on a private, as well as a professional level. This proves only partially to be the case - opinions are divided .

40% of employees – a significant number – indeed expect managers to wear their heart on their sleeve (36% do this). Yet rather more – 53% - are satisfied that moral demonstrations should stay within the domain of professional life – and 43% of managers are happy to leave it right there. Unfortunately, around a fifth of managers, (19%) demonstrate their moral values to employees not at all - neither on a professional, nor a personal level. They prefer to focus, perhaps, on results, rather than their own moral demonstration. As we shall see in a moment.

4 Transmitting organisational values, principles and standards

“Please seek my commitment, through discussion”

How strict should managers be in transmitting organisational values, principles and standards? In an age of democracy, in an area where exposure to litigation is high, simply seeking compliance is not sufficient, say employees. Only 8% believe that managers should enforce ethics ‘in a spirit of compliance, telling the way it should be done.’ Yet 27% of managers behave as if this really is the optimum way to guarantee ethical practice.

It is not, and employees agree. What most people – 70% – seek, is that managers should seek a spirit of commitment – through discussion, (31% do this). And yet employees in general do not – yet – believe that such values, principles and standards, should be open to a spirit of self governance. Only 19% adhere to this view. 26% of managers follow this notion in practice. And whilst no-one believes that managers should follow a spirit of non-guidance, leaving employees free to act until it is too late, a worrying 17% of managers lie back and wait for the bad news (assuming, of course, that employees feel

able to communicate this to them).

Mixed views, therefore, when it comes to this area. The preferred option for managers and employees is that a spirit of commitment should be sought through discussion, yet behaviour is rather fragmented and in some cases, actively puts organisations at risk.

Despite the preferred option of managers and employees, Krauthammer – and indeed the researchers from the Free University of Amsterdam, who developed these questions, proposed that for organisational values, principles and standards to be infused with true vitality, a spirit of self governance should be sought. This, in Krauthammer's view, remains the ethical equivalent of teaching a man how to fish.

5 Securing behaviour

“Please secure our ethical behaviour through reward and punishment”

Do you want a carrot or a stick, or both? How far do employees trust themselves – and/or each other - when it comes to ethics? According to this research, not totally - yet. Only 30% of employees want their manager to leave the stick aside and emphasise only the carrot – the *reward* of conformity to organisational values, principles and standards and 19% of managers indeed take this approach.

Far more – 57% - want to see carrot and stick – reward of conformity and punishment of deviation.

Very few seek the stick alone – only 5% believe that ethical behaviour should be secured only by punishment. This gives us momentary confidence that 21st century approaches are flourishing to a certain extent, (if not at the liberating and vital level we seek). Confidence, until we see that 24% of manager-police are taking exactly this rather 19th century attitude – emphasising only punishment of deviation. More astonishing still is the observation that 31% of managers neither reward nor punish, so that ethical behaviour, apparently, is not even on their radar screen.

And still, the ideal of employees, once again, when it comes to securing behaviour, is not as Krauthammer believe. Employees seek a relatively strict framework, whether they receive this is another matter - managers show no resounding preference for any kind of approach and 31% do nothing about it at all.

6 Contextualising success

“Please define success not only by results, but by how these are achieved”

**9th most wanted
behaviour!**

To what extent should managers take the route to success into account, as much as the destination?

Given all that we have seen in this section of the research, we might expect that most managers would not be very interested in how success was achieved. This is partially true. 24% of employees believe that the best way for managers to define success is by results, whilst not actively allowing unethical or illegal conduct in obtaining these. And 26% of managers stick to just this level of performance. And whilst almost no-one expects managers to totally disregard the way a success was achieved, 30% of managers adopt exactly this level of indifference. And 2% actually encourage illegal or unethical conduct in achieving those all-important results.

What do most employees want, then? Examining the route as well as the destination not only makes ethical sense, it also benefits talent management and has a role in performance assessments. 72% of employees agree, yet, their needs are met in only 42% of cases. Moreover, this particular area of ethics is the most sought after behaviour – perhaps because directly linked to their assessment and, presumably, rewards. Furthermore, it is the area where the gap between desire and reality is largest not only in ethics, but across the whole survey.

- 1 **To encourage transparency, let your employees know they can and should confront you if you are displaying or allowing unethical behaviour.**
Organisations are potentially very vulnerable in this area –yours may be one of them.
- 2 **In displaying consistency, know that simply acting in accordance with your principles is no longer enough in modern business.** Employees also want to be regularly reminded of what your principles are, and this implies that you not only practice what you preach but act as your own press officer in broadcasting what you believe.
- 3 **In terms of demonstrating morality, most employees expect that you should do this at the very least on a professional level,** if not that you should actually open the front door of private life to them. And yet, a significant number want you to do just that, so check what is deemed by your employees as exemplary leadership in a world where the boundaries between work and private life are slowly dissolving.
- 4 **In transmitting organisational values, principles, and standards, ensure that you seek a spirit of commitment through discussion,** since inaction is out of the question, and a simple emphasis on compliance will not ensure the vitality of your ethical framework.
- 5 **When it comes to securing ethical behaviour, ensure that you provide a virtuous blend of reward for conformity, and punishment of deviation.** Not only is this a safe and clearly-understood framework, it is what employees actively seek from you.
- 6 **In contextualising success, ensure that you take the route into account as much as the destination.** This is something for which employees not only have a keen eye, since it is so linked to their personal performance, it is also an area where you may be underperforming. If you have to start in one place regarding ethics, let it be here, since it has vivid and very personal relevance for your staff.

2 Generating directions

How a manager creates conditions for courses to be set, and realised.

75% of people want their manager to involve them in dilemma-solving. Only 38% experience this – one of the biggest gaps in the survey.

How does a manager create the conditions for courses of action to be set and realised? We use the plural because managers are usually dealing with more than one direction at a time, or inventorising several ways of solving a problem. Furthermore, a pre-determined direction can change mid-course due to new circumstances or the discovery that it is not achieving results.

Overview

- ➔ The gap between what employees expect, and what they get, is highly significant for nearly all dimensions of generating directions.
- ➔ One exception is the matter of guiding others, where there is statistically no real difference between what employees expect and get.
- ➔ The biggest gaps are displayed in the areas of 'handling dilemmas' and 'pacing control'



Going deeper

- ➔ On average, 50% of employees get exactly what they want.

Generating directions - Results by area

1 Handling dilemmas

6th most wanted behaviour!

“Please actively involve all in inventorising options and finding solutions”

How should a manager escape from the horns of a dilemma? Is it asking employees to help, once again, a sign of weakness, of indecisiveness or indeed of incompetence? Not according to employees.

Unsurprisingly, no-one agrees that a manager should keep a dilemma to him or herself until it becomes a crisis. Yet 9% of managers do this. Less obvious, is that, whilst only 3% of employees believe that a manager should present the solution only (sparing them the way it was reached), 21% of managers do exactly this. Less obvious still, is that only 17% believe that the manager should present a set of options and conclude by presenting his or her solution. Yet almost a third, (32%), do this.

What employees overwhelmingly seek, is to be *involved* (75%). And yet, only 38% of managers see fit to embrace their enthusiasm. Moreover, the gap between what employees seek and experience in this area is very notable. Do managers lack confidence in their employee’s usefulness? Are they afraid of appearing weak and vulnerable? Do they perceive that they lack the time to harvest the opinions of others? Whatever the reason, the message is clear. Managers who share their dilemmas, far from exposing themselves to the accusations of unimpressed employees, will build a richer solution, and a happier, more committed and more motivated team.

2 Setting objectives

“Please ensure objectives are easily measurable and controllable by all”

How should managers set objectives? In an era of impact measurement and performance management, surely objectives should simply be clear enough for both parties to assess? 38% of employees think so, and 35% of managers behave accordingly. Not a resounding result. How about total freedom, then? Not really - only 3% of employees want ‘an implied direction only’. Unfortunately, 18% of managers indeed remain delightfully vague. Worse, 19% of managers are downright chaotic, they ‘set’ objectives that are confusing, and can change on a whim.

Setting objectives properly is like the petrol gauge on an engine. It enables us to map the extent to which a direction is being followed and make necessary adjustments – or abandon a fruitless course of action altogether if objectives are consistently unmet. Moreover, setting objectives properly enables us to evaluate employee performance (here comes another link with talent management). And setting objectives properly is a question not just of clarity, but of precision and transparency. Objectives must be easily *measurable and controllable by all*, say 57% of employees. And the larger the organisation, the more vital it is for management information to be measurable and controllable. Obvious? Apparently not, because only 28% of managers are getting this right.

3 Processing ideas

“Please value my initiatives, placing my proposals in a development process”

What should managers do with those bright ideas? In the modern business environment productive innovation is seen as essential to propel organisations out of the commoditisation quagmire. Furthermore, generation Y’ers are keen to deliver value to business – and reap the associated rewards. We might imagine that managers presented with ideas should study proposals in detail and give feedback on the actions to be taken. 34% of employees seek this in reality and 29% actually experience such a studious reaction to their newborn. Far fewer, 10%, want their manager to rapidly assesses the relevance of the idea in his or her corner, deciding whether or not to follow it up. Quite so - this rather introverted approach is hardly likely to promote creative vigour. Unfortunately, it is seen as the norm by 30% of managers. 10% do worse - they pay no attention at all, leaving employees with the impression that their baby may, or may not, have a place on board.

None of this is enough. 53% of employees want their manager to value their initiative and place it in a development process. This is not an overwhelming result, we confess. Are employees afraid that managers will ‘call their bluff?’ Would they prefer simply throw their babies into the arena and have them adopted – and brought up – by someone else? (‘It was just an idea..’). So we urge employees, in this section, to ‘do things with purpose’ and prepare to have their proposals taken seriously and placed in a development process, as much as we urge their managers to do so. 32% agree.

4 Guiding others

“Please set a general direction, co-defining intermediate steps”

How directive should managers be? In a world where entrepreneurship has become a byword, how much discipline should be applied? Once again, Krauthammer prove to be more freespirited than the norm. Ideally, in our view, employees are most empowered, grow the biggest wings, feel most motivated, if they are given no direction whatsoever, yet facilitated, encouraged and helped to find their way.

Not so, according to this survey. Only 8% of people seek this level of freedom (21% get it, perhaps to their chagrin). How about a clearer framework, then, a specific direction, where the manager imposes the pre-defined steps? Wrong again. Such constriction is sought by only 16% of people – and experienced by a - presumably rather discontented - 27%. And 6% experience more constraint than this where managers set direction in an extremely specific and detailed way, giving no freedom at all.

Most people are not ready for the open prairies, therefore, even if a friendly guide is present. What 68% are ready for, is that managers should set a general direction, co-defining intermediate steps. 46% of

people experience this. This blend of generality and precision is an understandable wish. Firstly it leads us to make the rather obvious point that managers should assess the true maturity of the individual before deciding upon the management style. The second point is perhaps less obvious. These results suggest a lack of self leadership in employees, and, we think, present a cause for concern. Why? The modern manager has multiple roles, and time is a valuable resource. Employees must self navigate through complex matrices - often at a distance. This demands resourcefulness and stamina. Innovation is crucial, too. Successful organisations need vigorous bloodstreams – self leadership. Yet according to this research, only 8% of employees display this, in the sense that only this minority seek guidance and facilitation, rather than direction. This leads us to ask, what behaviour do *managers* expect from their *employees*? To be continued...

5 Pacing control

“Please check up on me at given steps, mutually agreed beforehand”



How should managers control and check up on employees? Here, too, only 9% of people seek total freedom, stating ‘at my request’ (Like busy dentists, 18% of managers indeed leave it up to the employee to request a check-up). In this instance, it is probably just as well that employees do not seek total freedom, since mutually agreed check-ups are just as important as measurable and controllable objectives. Fortunately, 67% of employees want their manager to control and check up on them at given steps, mutually agreed beforehand. And astonishingly, given the importance of this basic management act, only 28% of managers are doing their jobs correctly. The rest - 27% - wait until results are bad or perform unexpected spot checks, as and when they feel like it. And we have seen that 18% wait for a signal from their employee. The importance of pacing control cannot be overemphasised. Managers believing that employees are happiest when left to their own devices are labouring under a serious – possibly harmful – misconception, and valuable management information risks being lost.

6 Contextualising change

“Please give meaning to a change, enhancing its visibility”

**10th most wanted
behaviour!**

Once a change is underway, what position should managers take? In a world where, as we have suggested, value is placed on rationality, is it enough to simply confirm the rationale behind the change? Only 20% of employees think so, and yet, 44% of managers are content to stop right there. 15% of managers adopt a rather more nervous stance – which impresses only 4% of people – that of expressing their personal doubts. And 5% even object to the change, mocking or denigrating it, which appeals to no-one at all.

In the introduction to this survey, we raised three vital questions employees ask themselves when faced with a change. Does it make sense to me? Am I motivated to contribute? Do I have the ability to see it through? This section of the research confirms that employees seek more than a simple explanation of rationale. 72% want managers to give a change meaning, enhancing its visibility. And yet only 36% experience such a level of contextualisation. The spirit of mushroom management is alive in certain corners of organisations. Perhaps it is not surprising that self leadership is so rare.

Generating directions - Golden rules

- 1 When handling dilemmas, involve your employees in inventorising options and finding solutions.** Far from exposing yourself to hostile arrows and accusations of weakness, you will build a richer solution, and a happier and more motivated team.
- 2 When setting objectives, ensure these are measurable and controllable by all parties.** This is key to properly assess the extent to which a direction is on course, and to properly evaluate employee performance. Measurability and controllability – in a way that is transparent, objective, comprehensible and above all fair, becomes ever more vital the bigger the organisation.
- 3 In the face of ideas from employees, value their initiatives and place them in a development process.** Whilst only around half of employees seek this, the knowledge that this is the reception they expect will also place upon them the responsibility to do things with purpose – and indeed take their own work seriously.
- 4 Set directions in an open spirit, nonetheless co-defining intermediate steps.** Whilst this is what most employees seek, in the interests of promoting self leadership and organisational vitality, we recommend that you carefully assess the acknowledged maturity levels of employees and take them out of their comfort zone if they are fit to leave it.
- 5 In pacing control, check up on employees at pre-defined, and mutually agreed steps.** This is a basic management act, and the belief that employees are happiest when left to their own devices is a serious and possibly harmful misconception.
- 6 When a change is underway, give it meaning, and enhance its visibility.** Doing so will increase the chances that employees have an enthusiastic and positive answer to the three crucial questions of meaning, willingness and ability. And this will maximise the chances that change makes the transition from powerpoint presentation, to living force.

3 Making decisions

How a manager makes, and implements them.

80% of people want managers to encourage them to find a common solution in the case of a conflict. Only 47% experience this.

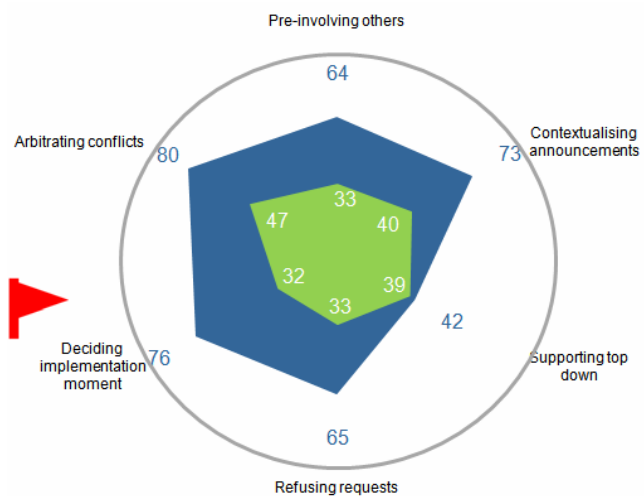
We map six major aspects of the ways in which a manager makes and implements decisions. How he or she prepares decisions – consulting others – and creates context in their announcement. And in implementing decisions, the conditions a manager considers before launching projects, and the way he or she handles critical situations.

Overview

- ➔ The gap between what employees expect, and what they get, is highly significant for nearly all dimensions of making decisions.
- ➔ The biggest gap is displayed in the area of deciding the implementation moment for a decision

Going deeper

- ➔ On average, just over 50% of employees get exactly what they want.
- ➔ Roughly 40% of all employees expect more, or better, than they actually receive.



Making decisions – results by area

1 Arbitrating conflicts “Please encourage people to find a common solution, and if not possible, make a decision”

4th most wanted behaviour!

How should managers arbitrate in the case of conflicts? In a crisis situation, it may seem wisest to act decisively, consulting people and then making a decision with a focus on obtaining results. Not so, according to most people – only 16% of those surveyed see this as a solution. However, nearly a quarter of managers (23%), seem to think this is the best way around the problem. In 14% of cases, managers even make a decision immediately, without consulting the employees concerned.

What 80% of people will appreciate in the case of a conflict, is to be *empowered* – encouraged to find a solution by a manager who makes a decision only if all else fails. By keeping at bay, the manager – and the people in conflict – reap several benefits. Not only for the synergy of the team as a whole, but for the development of the individuals comprising it. A good fight can be a powerful way to solidify relationships – if those involved engage in a constructive dialogue, attempt to see the point of view and ‘manual’ of the other/s, learn from mistakes, and co-create a path forward. Unfortunately, only 47% of managers seem to agree.

2 Pre-involving others

“Before making a decision, please involve us in thinking about the problem and solutions”

‘A problem shared is a problem halved’, as the saying goes. In the face of a problem, should managers therefore involve employees in areas where they are most competent, submitting options to them? This seems very efficient. And 27% of people agree. They have a relatively high chance of encountering just this behaviour, since 32% of managers feel it is the right thing to do. 22% - nearly a quarter, have a rather more personal agenda in mind – using employees as allies to validate their opinion. They have little chance of finding allies, however, since only 5% of employees support such an attitude. And 13% of managers seek no advice at all. We wish them luck.

Most appreciated, is that the manager should pre-involve employees in thinking about the problem and its possible solutions, before making a decision. At least, according to 64% of people. However this approach is adopted in only a third of cases (33%). And we ask, once again, are managers afraid of showing vulnerability? Do they doubt the competences and added-value of their employees? Do they perceive that time is lacking and that a decision made swiftly and directly is the best kind of decision? Behaviour in this area is very divided, and in 25% of cases, managers either seek no advice at all, or seek allies to validate their own opinion. The quality of the decision-making process can therefore be called into question, and opportunities are being lost for employees to develop by the simple act of being involved.

3 Contextualising announcements

“Please announce your decision clearly – putting it into context, giving the necessary explanations”

How should managers announce decisions? Only 24% of employees want a manager to announce a decision in a ‘straightforward way, explaining it with facts and in detail’. Yet 35% of managers have the tendency to do this. A significant number make announcements in a way which suggests nervousness, a desire to seduce, or a simple lack of focus. Because 12% go about it in a roundabout way, without explanation and a similar number (13%), make announcements rather equivocally, with imprecise or imperfect details.

In this instance, the maxim ‘straight to the point’ is sought by 73% of people – under certain conditions. They want changes to be announced clearly, yet with *context* and the necessary explanations. Managers can trust the emotional maturity of their employees to ‘take messages on the chin’. They can also anticipate that these thinking and feeling entities require, and deserve, context and background. A further maxim applying here is that ‘preparation is 90% of success’. Because to announce change with this level of competence is something few of us can improvise ‘off the cuff’. Key messages must be synthesised, strategic reasons summarised, objections anticipated. Obvious? Apparently not. Only 40% of managers take this approach.

4 Supporting top down

“Please demonstrate your support for a top management decision in all circumstances, we may - or may not want - your opinion”

How should managers demonstrate their support for a decision from top management? We have discussed the needs of employees for context and explanation. Does this mean that managers should infuse their communication with their own personal touch? Opinions are divided. 42% of employees seek the opinion of the manager regarding a top management decision, and an equal number – 42% - take the ‘Krauthammer’ view. This view is that the manager’s opinion is best kept to him or herself especially where he or she may have negative feelings around a change or is still processing his or her own feelings. When in doubt, we recommend, *leave it out*. Opinions can be given, and this highly sensitive choice depends on the maturity of a team/an individual, of the manager, and, crucially, of his or her awareness of the state of each factor.

So what do managers in fact do? Like their employees, they tend to be relatively evenly split. 44% give

their own opinion, 39% do not. 13% support a decision only if they agree with it, 4% even take credit for the decision or ridiculing it. In this instance, we recommend, dear reader, you be the judge, and in judging, check your awareness levels, examining your Beliefs, Opinions, Convictions and Assumptions.

5 Refusing requests

“If you must say NO, please show concern for my needs, giving the concrete reasons”

How should managers refuse requests? We have seen that people want decisions to be announced clearly, with context and the necessary explanation, and the same approach applies here. At least, in terms of what people seek. 65% of people want their manager to show concern for their needs, giving concrete reasons for the refusal. They seek a blend of compassion and logic which managers seem to have difficulty achieving - 33% of them are able to do it.

Roughly the same number, 36%, manage to be simultaneously defensive *and* confusing. First they emphasise the arguments in favour of the NO, then, if necessary, spit the word out. This places the burden squarely on the shoulders of the employee, forcing him or her to draw his or her own conclusion. 28% of people, surprisingly, feel that this is fair.

Nearly a third of managers, (30%), seem to have perfected the art of meandering. Either they say NO in a roundabout way, without explanations, or still worse, say NO not at all, and then behave as if they said the word....once again, managers can have confidence in the maturity of their employees to accept a piece of difficult news – *if* they experience a blend of sincerity and context..

6 Deciding the implementation moment

“Please create the right context prior to implementation”

**5th most wanted
behaviour!**



Once a decision is made, under what conditions, and when, should a manager implement it? In the high pressure cauldron of business, where no strategy is ever perfect, should he or she dynamically set out to sea, adjusting the course of the boat later? Tempting as this may seem to 47% of managers, this notion actually pleases only 19% of people. Less popular still, sought by almost no-one, is that the manager should wait for all weather conditions to be favourable to him or her. (Being a manager is a selfless business, employees don't appreciate being sought as uninvolved allies, either, we have seen!). And what will certainly not appeal to employees is that he or she should lie back on deck, and let the context decide. 21% of managers take one or the other approach.

What 76% of people want, is that the manager should, yet again, emphasise context, proactively creating the right context prior to implementation. And yet only 32% of managers do this. Vital opportunities to involve employees and harvest their input are being lost. If managers seek motivated, dynamic flagbearers of change, rather than passive and confused receptors, stringent efforts are called for.

Making decisions – golden rules

- 1 When arbitrating conflicts, keep at bay, encouraging people to find a solution and only if all else fails make a decision.**

This will benefit the synergy of the team and help its individual members develop. Because a good fight is a powerful way to solidify relationships thanks to constructive dialogue, seeing the point of view of others and learning from mistakes. And finally, in co-creating solutions.

- 2 When making a decision, pre-involve others in thinking about the problem and its possible solutions.** Trust in the competencies and added-value of your employees, view the time you spend here as an investment in a higher quality decision, and in the all-important matter of employee development.

- 3 When announcing a decision, do so clearly, with context and the necessary explanations.** Few are capable of improvising this level of competence, the rest of us need to synthesise key messages, summarise the most important

strategic reasons for the change, and anticipate objections.

- 4 Demonstrate support for a top management decision in all circumstances,** giving your opinion on the strict condition that you have confidence in the health of your own feelings around the change and the maturity of your team.
- 5 When refusing requests, say NO whilst showing concerns for the needs of your employee, giving the concrete reasons.** Once again, your employees will (mostly) be mature enough to accept a piece of difficult news under the condition that it is delivered with a blend of sincerity and context-giving.
- 6 When deciding upon the moment to implement a change, the importance of context must once again be stressed,** if your employees are to be motivated, dynamic flagbearers, rather than passive and confused receptors.

4 Securing delivery

How a manager ensures that employees get things done as agreed

91% of employees want their managers to analyse a problem together with them if they have difficulties executing a task. Only 47% of employees experience this..

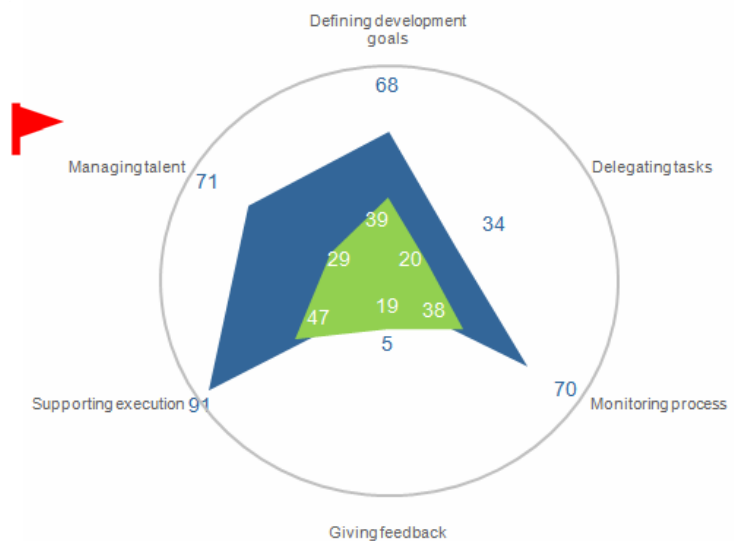
The six points identified and explored here relate to the personal development of employees, and how this is supported in everyday activities, such as the responsibilities or tasks delegated to them. Also, to the way in which the manager deals with the employee when it comes to running processes – controls, feedback and problem-solving.

Overview

- ➔ The gap between what employees expect and what they get is highly significant in all areas, with the exception of giving feedback – here there is no difference between what employees want and expect from their managers
- ➔ The biggest gap is in the area of 'managing talent'

Going deeper

- ➔ On average, 50% of employees get exactly what they want
- ➔ Between 28 and 53% of employees are disappointed by their managers.



Securing delivery – results by area

1 Managing talent

“To ensure my talents are best applied, please use 360 degree feedback for a wider perspective”

Talent management is top of the strategic agenda. So say Krauthammer, McKinsey (The McKinsey Quarterly, 2006 No. 2) and the Boston Consulting Group (‘The Future of HR in Europe – Key Challenges through 2015), amongst others. Presumably, managers are focussing hard on getting this right. So how should managers ensure that employee’s talents are best applied? In our democratic times, may we assume that the employee wants the manager to follow the employee’s own assessment? Hardly. 13% of people seek this degree of autonomy when it comes to talent management. Yet over a quarter of managers do take this route (26%). Even more managers impose their own perspective (29%) something which almost no employee wants. And 16% even sidestep the issue altogether, postponing any action until the employee demands it. In other words, 71% of managers are behaving in ways that meet the declared wishes of only 14% of employees.

So what do these demanding employees want, for heaven’s sake? Well, they have a basic request, one which can also help companies to benchmark performance, in a way that enables data to be consistently harvested and applied.

71% of employees simply want managers to use 360 degree feedback to gain a wider perspective of

their talent –presumably a perspective which has the advantage, if properly conducted, of being objective and fair. Sadly, this area scored the biggest gap in the whole survey. This is a quick and vital win, which managers seem to be astonishingly slow to grasp, given the tools now available on the market.

2 Defining development goals

“Please involve me and seek my commitment”

We have seen how people want *objectives* to be easily measurable and controllable by all stakeholders, controlling and checking up at given steps, mutually agreed before hand. How should managers define *development goals*?

The message of co-creation applies here, too - 68% of employees want the manager to involve them and seek their commitment when defining development goals. So how many managers are performing well in this area? Only 39%, according to our survey. Just over a quarter of managers (26%), embark upon some kind of negotiation, encouraging the employee to accomplish more – which is what an equal number of employees expect them to do. And nearly as many (24%) push their views across and drive for the acceptance of the employee. In this instance they are meeting the needs of 1% of employees.

If managers are seeking more than short term wins in defining development goals, it is essential that the employee feels full ownership of them, rather than simple resignation to the inevitable – no matter how tempting a more directive approach may appear to many managers.

3 Delegating tasks

“Please take my willingness, workload and personal development into account”

We only have one pair of hands, so what should managers take into account when they delegate? We have seen that many managers are reluctant to expose themselves when it comes to admitting mistakes, making decisions or solving dilemmas. Perhaps they also find it difficult to delegate productively, given the exposure this can imply.

Opinions are indeed split. 38% of employees want the delegating manager to simply consider their willingness and their workload – 36% of managers do. Similar numbers of employees (34%), believe – as do Krauthammer - that delegation should be a management act which takes their personal development into account. Only 20% of managers seem to agree.

No-one believes that the manager’s main consideration when delegating should be the risks he or she incurs by performing the task him or herself. And yet 20% of managers appear to consider mainly that. Similar numbers of managers (23%) mainly take the employee’s ability into account – as long as the employee’s ability is higher than theirs. This is an unpopular attitude – only 15% of employees want to feel that their ability is the principal motivation of the delegating manager.

Given the importance of talent management, we argue that *every* opportunity to promote the development of employees should – must - be taken by managers. We therefore recommend that managers consider three things when delegating. The willingness of the employee, his or her workload, and the ways in which the task, process, or project can support the employee’s development. Taking particularly the latter perspective – employee development - into account transforms the act of delegating from one of transferring a problem, to transferring knowledge. We cannot stress this enough.

4 Monitoring progress

“Please praise me for good results and/or efforts, helping me to close any gaps”

During a meeting to monitor progress, how should the manager behave? Certainly not by blaming the employee for poor results, according to employees. Fortunately, only 5% of managers behave in this resoundingly unproductive approach. So, we ask eagerly, have managers grasped the importance of stressing strong points and points for improvement? This concept has been so solidly emphasised over the years that we can expect that managers have now developed the automatic reflex to praise

employees for good results and efforts, helping them to close any gaps. Not quite. Whilst 70% of employees are hungry for this approach, only 38% of managers seemed to have adopted it. Almost as many enquire about problems and make sure they are solved – which is what only 19% of employees expect. And nearly a quarter of managers (23%), ‘point out what’s going wrong, and put the employee back on the right track’.

So what is wrong with pointing out problems and putting people back on the right track? An athlete is coached to run a marathon, rather than being driven around the ‘track’ in a golf buggy. If employees are to have any chance of learning, then praise is essential to identify the strong points they can re-apply, giving them the confidence to go on. Help to close any gaps, rather than directions they must follow, will provide two things to employees. Not only a sense of support, but the innate athleticism to improve matters themselves.

5 Giving feedback

“Please check your emotions and assumptions first”

How should a manager give feedback? Here, employees are very clear on how this is to be supplied. Managers should check emotions and assumptions first, and then give valid and constructive feedback as soon as possible. So say 81% of employees. 34% of managers do this.

Only 5% of people believe that managers should give feedback as his or her emotions and feelings dictate. 19% of managers do. This is the least popular option of the four given in this question. Why is this so? Let us assume that an employee reports to a manager that a negotiation has successfully met all the conditions specified. Instead of spontaneously and immediately congratulating the employee, the manager checks his or her emotions and assumptions first. Certainly, such a check is essential in situations where the quality of work needs carefully assessing, or where feedback is negative. And still, this question reveals that the quality of ‘passion for people’ in the workplace is still something that the overwhelming majority of people shy away from.

And still, employees do want to see some signs of life. As unpopular as the notion that managers should spontaneously feedback, is the notion that they should ‘postpone this to formal meetings and appraisals’. Yet nearly a quarter of managers (23%) leave people in the dark until a formal meeting or appraisal. Around the same number (24%), give feedback only in the case of a problem, which no employee wants, any more than they want to be simply blamed for poor results in progress meetings.

All of this means that in almost 50% of cases, employees are either ignorant of how a manager views their performance, or inhabit an environment which apparently favours criticism over construction.

6 “Supporting execution”

Please analyse a problem together with me and help me see it in a new light

1st most wanted
behaviour!

What should managers do when an employee runs into trouble executing a task? In a situation where they are struggling, will employees be relieved if they are directed? Not totally. Only 5% of employees want their manager to make his or her own analysis and then to present them with this for agreement. However, nearly a third of managers (31%) tend to do this, using a ‘hammer to crack a nut’ and possibly breaking the nut in the process. Outright dictatorship, in which the manager dictates the course of action without any prior analysis or consultation, is sought by almost no-one and yet, tends to be practiced by 15% of managers. 7% of managers stoop even lower, *demanding* an immediate solution.

What 91% of employees seek – and this is the most voted-for behaviour in the survey - is that the manager should analyse the problem together with them, and help them to look at it in a new light. Note, once again, the blend of fact and reasoning people seek, and the notion of guidance and help, rather than directiveness. We learn from our mistakes – from our problems – at least, we should. Unfortunately, only 47% of managers seem to have grasped this most sought-after practice.

Securing delivery - Golden rules



- 1 **When managing talent, an area top of the agenda for organisations, it is essential to apply 360 degree feedback for a wider perspective of what an employee is good at.** This simple tool will not only help you manage their talent better, but, if its use is widespread throughout the organisation, enable performance benchmarking thanks to the consistent collection of data.
- 2 **When defining development goals, involve employees, seeking their commitment,** in order that they assume full ownership of these, rather than a sense of submission or resignation.
- 3 **When delegating, every opportunity to promote the development of employees should and must be taken by managers.** This means that not only the willingness and workload of employees should be taken into account, but the way in which this task, process or project can further the development of an employee, replacing the transfer of a problem, by the transfer of knowledge.
- 4 **When monitoring progress, praise is essential to help employees identify strong points they can re-apply and the confidence to go on.** Help to close any gaps, rather than directions they must follow, will provide them not only with a sense of your support, but the muscle to improve matters themselves.
- 5 **When giving feedback, check emotions and assumptions first, then give valid and constructive feedback as soon as possible.** This does not mean, however, that positive feedback should be with-held, unless you want the workplace to be devoid of emotional colour.
- 6 **When an employee has difficulty executing a task, analyse the problem together with him or her, helping him to look at it in a new light.** People seek a blend of fact and reasoning, guidance and help, to learn from problems. Obvious though it may seem to the reader, it is not obvious to many managers.

Diving deeper

Gaps between expected and actual behaviour.

Age and experience



Fabienne Fortanier, Assistant Professor, University of Amsterdam Business School, conducted the statistical analysis for this report.

- ➔ **Experienced employees have different expectations than less experienced ones.**
 - In particular, more experienced employees have higher expectations of their manager with respect to pacing control, wanting this to be done at steps which have been mutually pre-agreed beforehand, and giving feedback, which should more likely be done as the manager's emotions or feelings dictate.
 - They are significantly less demanding that their manager should walk the talk AND talk the walk (perhaps a sign of more pronounced 'ethical awareness' among the younger ones?).
 - Given more experience with their manager, employees are less insistent that he or she should use 360 degree evaluation to manage their talent, and demand less context in announcements.

- ➔ **The behaviour that employees report they actually receive from their manager differs according to their working experience.**
 - More experienced workers report that their managers are more likely to check their feelings *and* levels of understanding when delivering a message, that they are more likely to encourage ethical transparency, and more likely to use 360 degree evaluation to manage their talent.
 - They are also more open to hearing a manager's opinion when he or she is demonstrating support for a top management decision, however they expect a firmer hand in conflict arbitration, as compared to less experienced workers.
 - More experienced workers also report that they receive less guidance, which is perhaps unsurprising. When employees have more specific experience with their particular manager, they report a lower performance in terms of the manager's willingness to admit mistakes, seek feedback and take it on board, and pre-involving others in making a decision.

- ➔ **As a consequence of these differences, the gap between what employees expect and get from their manager also differs by work experience.** The more experienced an employee, the higher the gap (s)he reports with respect to the way a manager checks his or her feelings *and* understanding of messages, displays ethical consistency, encourages ethical transparency and arbitrates conflicts. The gap is smaller though – as compared to the gap perceived by less experienced employees – when we look at the extent to which the manager demonstrates morality on a private – as well as a professional level.

“Part 1 of this report showed substantial differences in nearly all dimensions of managerial behaviour. Is it possible to identify larger or smaller differences depending on the characteristics of the employee, the manager, or the organisation?”

This section explores four different explanations: age and experience; culture or national background; the amount of work pressure in the organisation, and gender.”

Culture, national background of employees

Nationality has an important effect on the expectations French employees have of their managers

- ➔ Particularly the French seem to have high expectations of their managers in almost all areas of *self discipline* (the way managers check their feelings as well as their understanding of messages, the extent to which their managers spontaneously admit mistakes, question themselves, seek feedback and take it on board. They also strongly expect managers to respond to objections with an acknowledgment, and that their manager should ask questions in order to form their response to these.

- ➔ When it comes to the *ethical* aspect of a manager's self discipline, The French are only more demanding when it comes to taking the way in which success was achieved into account, before judging.
- ➔ The French are more demanding, too, in areas related to *generating directions*: they are more likely to want their managers to set mutually agreed objectives, to place their ideas into a development process, to pace control using pre-agreed steps. They are more likely to want their manager to give the context when communicating a change. In terms of *securing delivery* the French are more demanding in terms of the way managers define development goals, monitor processes, and manage talent.
- ➔ When it comes to *making decisions*, French employees are more likely than others to ask their manager to involve them in his or her thinking process, and are particularly sensitive to the way in which requests are refused – meaning that managers should say NO by showing concern for their needs, giving the concrete reasons for the decision.

Dutch employees are unusually demanding only in a few areas.

Dutch employees have higher expectations only when it comes to the way their ideas are listened to, (meaning that they should be encouraged to continue their train of thought), and the way success is contextualised (by judging the route as much as the destination). When they encounter difficulties executing a task, they are more likely to want managers to analyse problems together with them and help them to see things in a new light.

North West Europeans are unusually demanding in very few areas.

North West Europeans are more demanding than the rest only when it comes to the way their ethical behaviour is secured by managers – requiring that this should be secured by mainly 'carrots' – reward – rather than carrots and sticks, or sticks alone.

Outside Europe, employees seem to have unusually low expectations of their managers.

One exception - the way they expect managers to demonstrate morality – on a private as well as a professional level.

Nationality does not greatly effect the kind of behaviour employees experience – or perceive they experience - from their managers.

Still, there are some exceptions. In France, managers perform more highly when it comes to actively listening to ideas and refusing requests clearly yet giving concrete reasons. In Holland, when it comes to the way in which managers constructively respond to objections. In southern and Central Europe, the way in which managers ensure that employees understand messages and check their feelings regarding these, is better perceived, as is the way they take the employee's personal development into account when delegating tasks. Outside Europe, managers are more likely to demonstrate morality on a personal as well as a professional level.

The gap between expected and received behaviour

We see that most of the differences between expected and received behaviour are actually due to the different *expectations* that people from different nationalities have, rather than differences in the way they are actually *treated*. However, in the behavioural competencies related to the dimensions of 'self discipline' and 'generating directions', we see that the French, especially, have high expectations. Since the behaviour they actually experience, (or perceive they experience), is for the most part on a par with other countries and areas, their 'expectations gap' is highest.

Culture, national background of employees AND their managers

French managers perform fairly poorly in several areas.

We have looked at the nationality of employees . When we look at the nationality of their *managers*, our research reveals that French managers perform fairly poorly in several areas, notably with regard to demonstrating morality on a professional and private level, securing the ethical behaviour of employees, and arbitrating conflicts, where they should ideally keep at bay, encouraging employees to find their own solution.

Exploring management behaviour with reference to the nationality of the employee AND the manager confirms the high expectations that French employees have for French managers.

The gap remains a substantial problem for French employees working for French managers.

Dutch employees have rather low expectations of their Dutch managers. Especially when it comes to elements of self discipline - checking their feelings when delivering a message, self-questioning, encouraging ethical transparency, Dutch employees have rather low expectations of their managers. They are more relaxed to, regarding the setting of mutually agreed objectives, pacing control at pre-agreed steps and defining development goals. They are less expectant that they should be involved in the decision-making process of their manager, and, when a request is refused, are less concerned that their feelings should be taken into account. With such low expectations, the gap between what Dutch employees get and receive is smallest.

Why are the French and Dutch so different?

One hypothesis is that French culture – according to specialists - is more hierarchical. Especially when compared to the famously egalitarian Dutch. Could it be that the more we place our manager on a pedestal, (or indeed, the more he or she places him or herself on one), the higher our expectations – and the harder the fall?

Work pressure

Intrigued by the notion that work pressure might affect not only the expectations of employees with regard to managerial behaviour, but also the performance of managers, we examined the relationship between managerial behaviour and work pressure.

Expected behaviour

We found that work pressure does not particularly affect the expectations of employees with regard to managerial behaviour. However, employees have higher expectations with regard to 'giving feedback' in high pressure environments. And – notably, they are less demanding than usual when it comes to encouraging transparency – (demanding that a manager should welcome confrontations regarding the manager's own ethical behaviour and his or her control of what is going on around him).

Buried within our data, we have therefore encountered a possible risk to organisations, and therefore issue the following warning. In times of high pressure, managers must particularly encourage employees to sound alarms, no matter how unpleasant or apparently distracting such alarms may appear.

Received behaviour

Received behaviour, on the other hand, is affected by work pressure, and in a way that may surprise. Whilst we could expect that managerial behaviour would slacken in high-pressure environments, becoming less exemplary, the opposite is the case. In high pressure environments, employees report more often that their managers question themselves appropriately, secure the ethical behaviour, at least, of their employees, set objectives and define development



Nada Gallová is Director of Training and Development at international bank Česká Sporitelna.

“The biggest gaps that are shown in the results pretty much correspond with the gaps we observe in the management practice in the Czech Republic, however, I definitely agree with the conclusions regarding the differences of nationalities (the example of French and Dutch).

It is also important to take into account the context of different generations. For example, Czech employees who spent most of their professional life under the communist regime have different expectations from management than young graduates who spent parts of their studies in Western Europe or USA.

Understanding employees' expectations and knowing how they want to be managed is definitely a vital part of successful organisational management.”

goals. They also support execution in a more exemplary way. One possible explanation could be what researchers refer to as 'reverse causality'. By this we mean that good managers are placed in positions where the pressure is highest. Or that managerial behaviour and work pressure are determined by something else, for example, firm size. Here, we could imagine that in larger firms, work pressure is higher, but managers are also better.

Gender of the manager

Much is made of the persistent inequality of pay between female and male managers. For those seeking to close the gap, the following argument may help. We find very few differences between the expected or received behaviour between male and female managers. Cautiously we state* that demands are higher on male managers when it comes to the way in which they solicit and process feedback and the more structural matters of pacing control of employees, and defining employees' development goals. And male managers seem to perform better when it comes to demonstrating support for top management decisions (supporting these in all circumstances without giving their own opinion).

*Much is made, too, of the low occupancy of women in management positions. Sadly, this survey confirms the phenomenon. In a mainly pan-European survey which yielded 356 responses, only 42 of the managers surveyed declared themselves to be female. So this means that the above results should be taken with a pinch of salt, and will be enriched as more data is gathered over time.

Differences in expected and received behaviour by gender

Our research indicates that in general men and women expect and receive similar behaviour from their managers. In terms of expectations, women are more demanding when it comes to encouraging transparency, guiding others, and supporting execution. They are less demanding when it comes to the way managers give feedback.

For detailed charts regarding this area of the report, please contact Fabienne at F.N.Fortanier@uva.nl or Steffi_Gande@Krauthammer.com.

Part Two – the business climate

Business pressure

42% of people are feeling fairly or very comfortable with the state of affairs, marginally more than in 2007. 39% feel neutral, and 18% are experiencing serious discomfort.

In 2007 we reported that 22% people were under highly intolerable business pressure. This year, matters have improved marginally - 18% of people are suffering.

However, whereas in 2007, 35% were fairly or very comfortable with the state of affairs, this year, 42% are feeling pretty good - a small step in the right direction. Furthermore, slightly fewer people than last year are sitting on the vulnerable borderline between comfort and discomfort. Whereas last year, a large proportion, 43%, said they felt neutral about business pressure, 39% say this in 2008.

Once again we stress that people can be influenced one way or the other not only by their environment, but by their ability to rise above events. And this, of course, is an ability that managers are in a powerful position to help employees develop and optimise.

Relationships

1 Trust

68% of people have high – or very high - levels of trust in their manager. And still, many are open to influence one way or the other.

48% of people have high levels of trust in their manager. 20% even display very high levels. So that, on the whole, a moderately reassuring majority have confidence in their manager – despite the fact that the survey has revealed significant room for improvement in managerial behaviour.

Why are we only moderately reassured by this news? We believe there is still room for improvement in such a crucial cornerstone of the manager-employee relationship. We see that around 14% of people actively mistrust their manager; 4% even have extremely low levels of trust to the point where trust can be described as absent. And 19% feel neutral. So just under a third of people are either open to influence for better - or for worse - or in a very cautious state of mind.

Once again we emphasise that *Trust comes on foot, leaves on horseback*. Trust means 'making yourself vulnerable to the actions of another party on the expectation that he or she will perform a particular action important to you' according to the definition of Frederique Six, of the Free University of Amsterdam.

Dr Six highlights four factors which contribute to trust creation.

- 1 disclosure of information
- 2 sharing influence
- 3 managing expectations
- 4 relinquishing control

In all of these areas, we hope our survey has once again given managers some clues as to ways in which their behaviour can contribute to improved levels of trust. One starting point, we suggest, in being trusted by our employees, is to *show trust in them*. Managers can start by involving people in solving dilemmas, in preparing their decision, or in the all-important area of admitting their mistakes.

2 Harmony

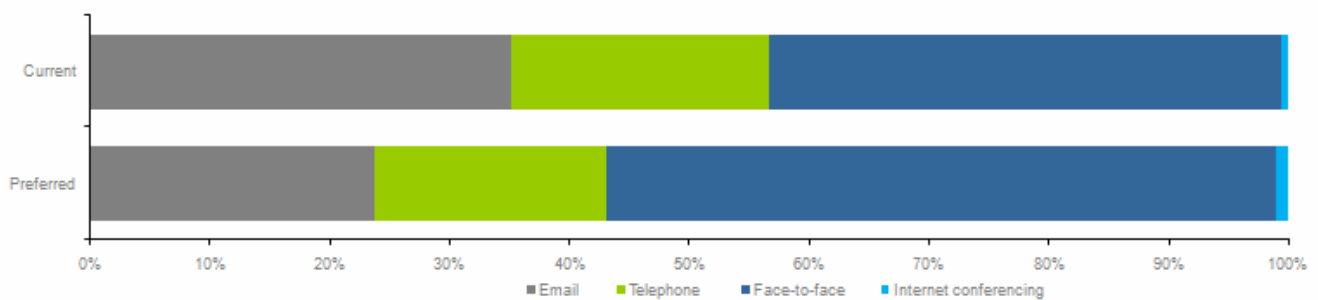
71% of people state that their relationship with their manager is very, or totally harmonious. 28% are actively experiencing a conflictual relationship, or are sitting on the fence.

When it comes to harmony, people's feelings largely – and perhaps understandably, mirror their levels of trust.

71% of people state that their relationship with their manager is very, or totally harmonious. And 24% experience high levels of harmony. Once again, we see that a moderately reassuring majority experience their relationship with their manager in a positive way – despite, as we state above – serious gaps between the behaviour they seek, and what they experience.

Once again, the news gives us some, if not total reassurance, because even if only 8% are actively experiencing conflict in their relationship with their manager, 20% are sitting on the fence, unable to state whether their relationship with their manager is harmonious or conflictual. Is the cup half empty or half full? One way or the other, the figures suggest an opportunity to make gains, or a risk of trouble.

Contact



So we see room for improvement in the areas of harmony and trust. How could both be improved by the media managers use to communicate with employees? We see opportunities for gains in this area in the form of more face to face contact.

This is because the gap between how employees *prefer* to communicate with their manager and the way they usually *do*, is highly significant for three types of communication. Employees would prefer less telephone-calls, far less email, and much more face-to-face interaction.

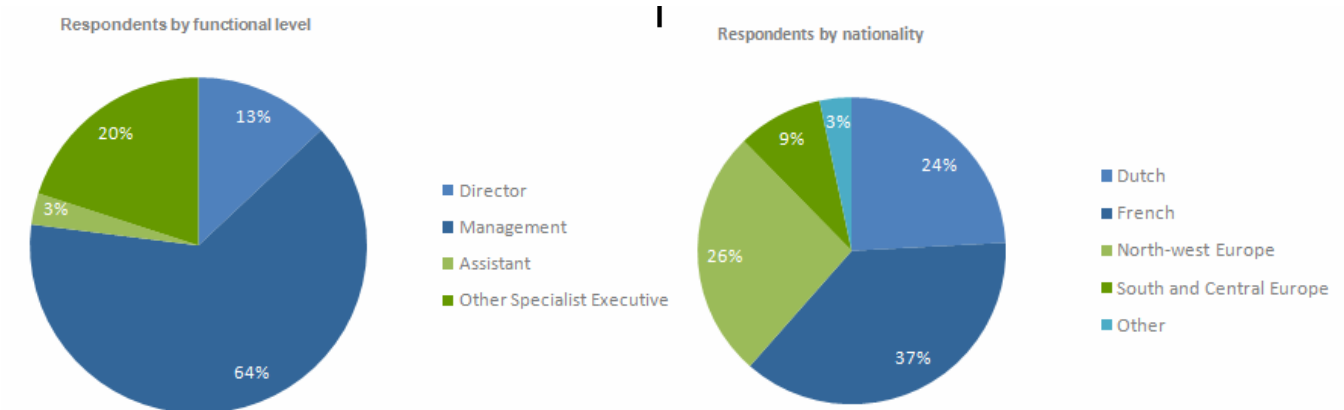
- ➔ The highest difference can be observed for face to face communication: on average, 42% of employee-manager communication is face-to-face, whereas 55% is preferred.
- ➔ Respectively, 40%, 95%, 51% and 34% of the employees get exactly what they want as regards communication via email, internet, telephone or face to face (gap = 0).
- ➔ 35% of all employees would prefer a reduction in email communication with 10 to 20 percent point; 25% of all employees would prefer a similar reduction in telephone communication. 38% of employees would like a 10 to 20 percent point increase in face-to-face communication; and an additional 22% would prefer this increase in face-to-face communication to increase by 30 percent point or more.

About the research

Method and authorship

356 respondents completed the survey online. The survey engine was developed and run, and the data independently collected, by Inxights B.V. Statistical analysis was performed by Doctor Fabienne Fortanier, Assistant Professor at the University of Amsterdam Business School, the commentary written and produced by Steffi Gande, Marketing Manager at Krauthammer, with the exception of the 'going deeper' section, which was written by Dr. Fortanier.

Demographics



76% of the respondents surveyed were male, 24% female. 38% had been working for over 20 years, 8%, for less than 5 years. 81% worked for organisations with offices in more than one country.

About the authors

Krauthammer – a consultancy-based training and coaching company - supports the competitive advantage of its clients through the installation of exemplary behaviour and impact – where behaviour is defined by 'observable activity'. Our vision is to bring out the best in our people, and in the leaders, managers, salespeople and negotiators of our clients - going beyond, to all stakeholders. Krauthammer was established in 1971. 160 consultants are now in its employ, working from 24 embedded offices in Europe, Asia Pacific, the United States and South America. We deliver interventions over 51 countries and in 15 core languages to a portfolio whose scope of established clients ranges from small ambitious companies to a number of Europe's most prominent multinationals.

- ➔ [To join the Vision Research Group](#) and participate in surveys, to subscribe (free of charge) to our reports which are published three times yearly, or, if you are already on our mailing lists, to change the details we hold for you
- ➔ More detail or charts? Available from Steffi Gande 00 32 2 359 97 33, Steffi_Gande@krauthammer.com.
- ➔ More about us on: www.krauthammer.com

Fabienne Fortanier is Assistant Professor at the University of Amsterdam Business School (ABS). Her research and publications focus on the internationalisation strategies of large multinational enterprises, and on the consequences of their investments for host country economic growth and sustainable development. In addition, Ms. Fortanier teaches courses on International Business, Quantitative Methods and Corporate Social Responsibility. At Statistics Netherlands, Fabienne manages a project aimed at monitoring and analysing the internationalisation of the Dutch economy and the social and economic consequences of globalisation for the Netherlands.



Notes

