

# What matters most in employee engagement and performance?



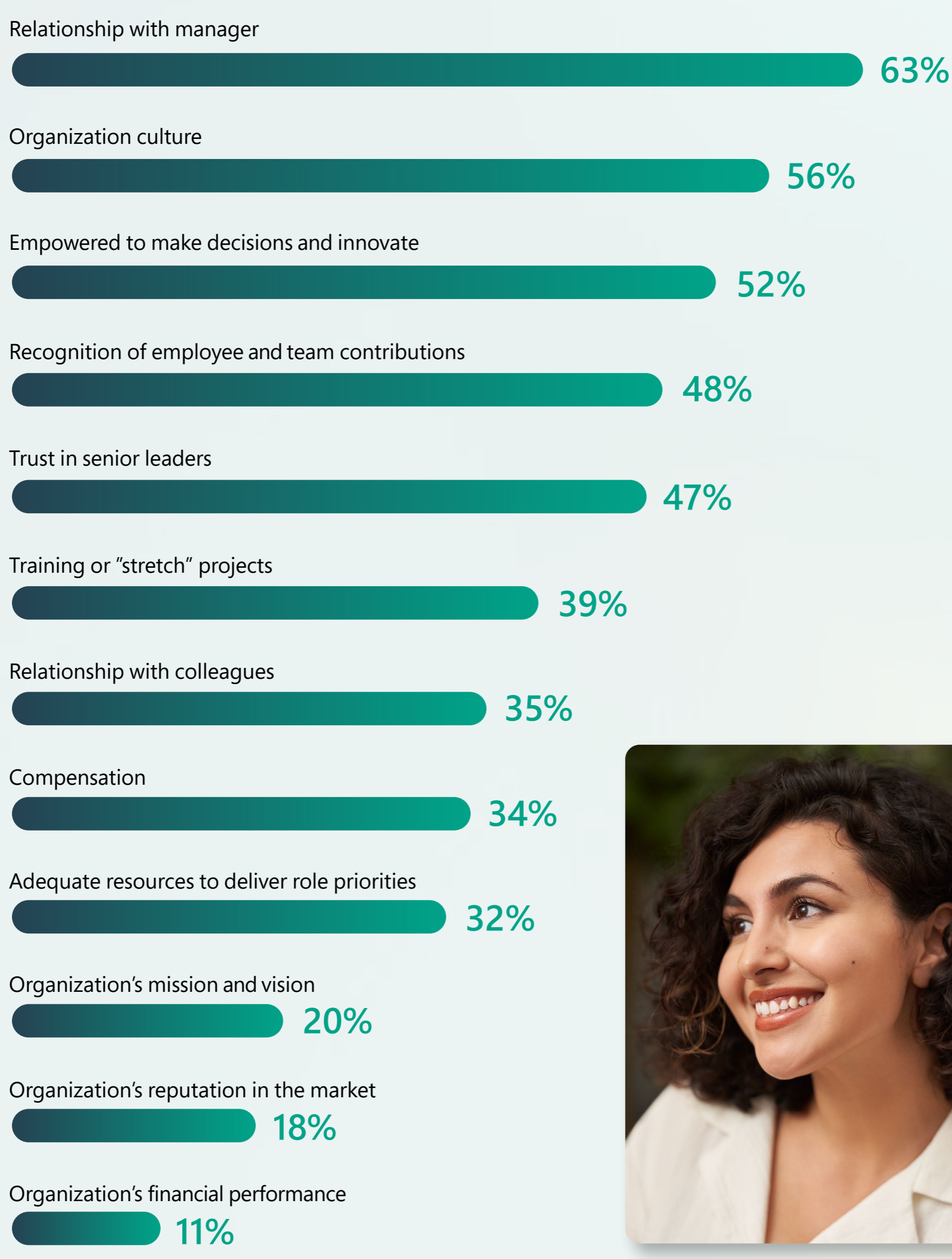
## Managers

When it comes to employees' engagement and performance, managers make all the difference.

## Employee engagement

Employees' relationship with their manager has a greater impact on engagement than anything else.<sup>1</sup>

### The factors that affect engagement



## Employee performance

Capable managers play a key role in employees' performance<sup>2</sup>



High manager capability increases the likelihood of high individual performance by

# 12%

## What do good managers do?

### Coaching

Managers help employees learn from mistakes.

Employees have ongoing conversations with managers, mentors, and coaches.

### Candor

Managers are open to new information.

Managers effectively navigate difficult conversations.

### Clearing barriers

Managers remove barriers to getting work done.

Managers enable individual autonomy.

## How do managers do it?



### They meet more often with their employees

Engaged managers meet more frequently with their employees compared with disengaged managers.



### They help employees solve problems

The number one quality people want in a manager is problem-solving.<sup>3</sup>



### And overall, they take action

When team members believe their manager will take action based on their feedback, they tend to be significantly more engaged.

Managers help build a strong organization. See how at [Microsoft Viva Glint](#).

Sources:  
 1. "How Combining Employee Engagement and Performance Management Fuels Organizational Success," Harvard Business Review—Analytic Services  
 2. "The Makings of Modern Performance Management," RedThread  
 3. LinkedIn Learning survey conducted online for LinkedIn by Censuswide in July 2019, amongst more than 2,000 working professionals, ages 18-74, across the US.