



MANAGERS – THE KEY TO GROWING A WELLBEING CULTURE

Managers may be functional experts, but to create a high performing team they need wellbeing skills and tools



What the research says:

Having a supportive manager improves wellbeing

		TOTAL	Employees who believe they have a supportive manager
OVERALL WELLBEING SCORE		61	78
DRIVER PERFORMANCE	The company genuinely cares for my wellbeing	58%	75%
	The company enables me to care for my own wellbeing	64%	81%
	My manager genuinely cares for my wellbeing and acts upon it	64%	87%
	The company enables me to care for the wellbeing of others inside and outside the workplace	59%	73%
	The company has structures and programmes that ensure my wellbeing at work is cared for	54%	69%
	My team members/ colleagues care about my wellbeing	68%	83%
	My team members/ colleagues care about my wellbeing	55%	80%

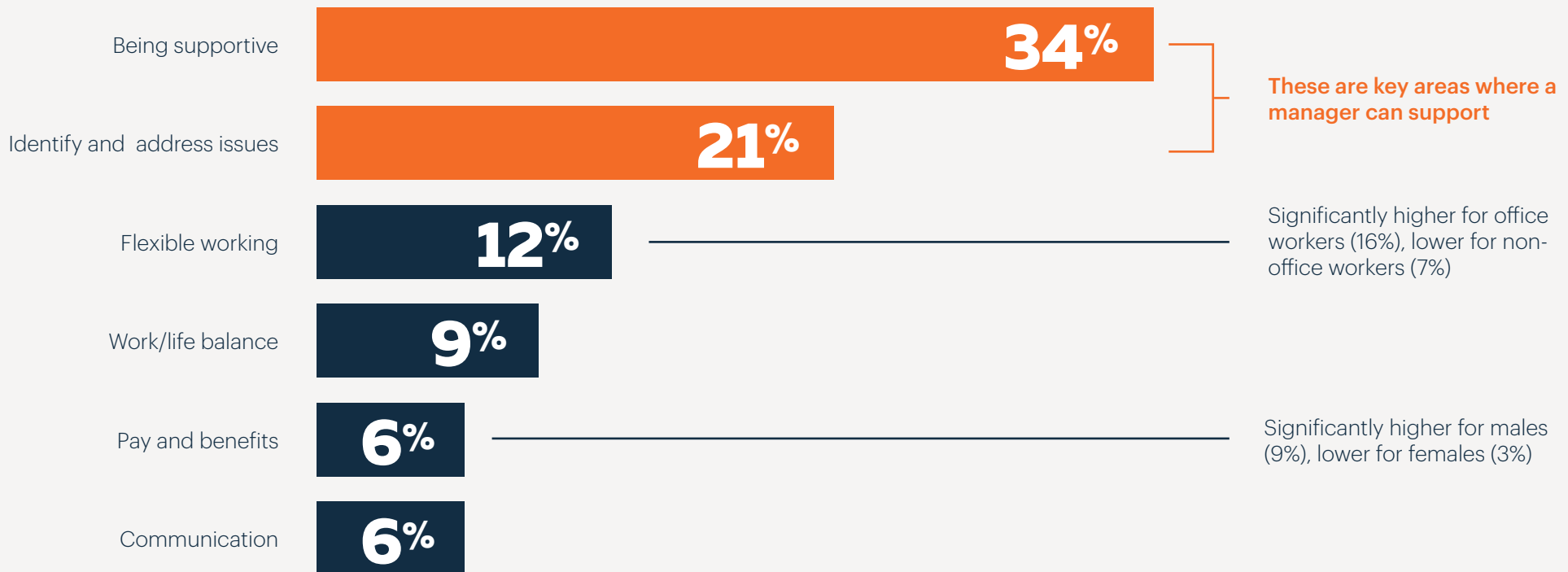
Significantly higher than total

Significantly lower than total

Q What do you think of the company you work for in terms of...

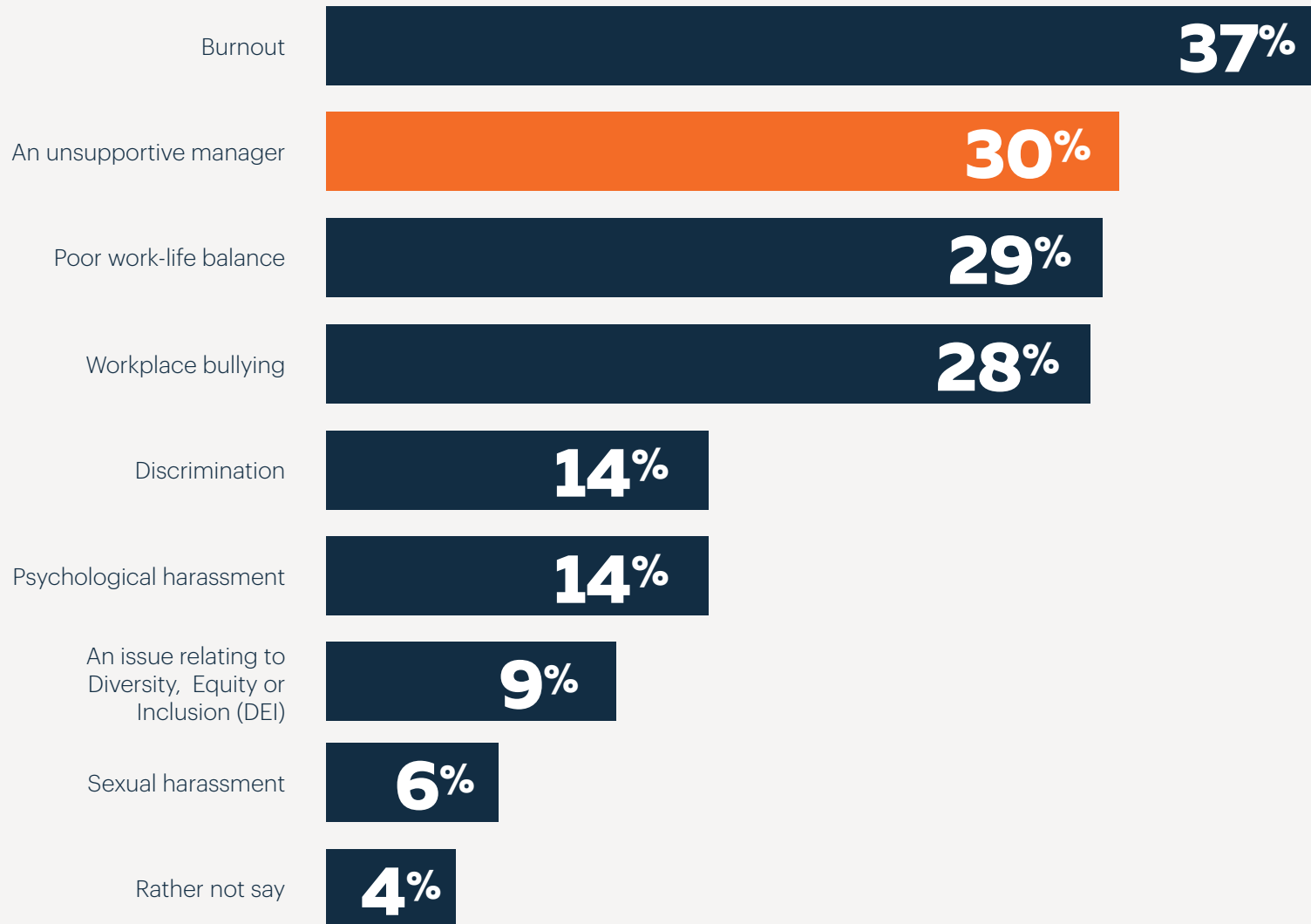
Base: Employee Total Sample 2021 n=1,831; Employees with a supportive manager n=954

Managers play a critical role in being supportive and identifying issues



Q What are the main things a company can do to support your wellbeing at work? - Coded
Base: Employee Total Sample 2021 n=1,831

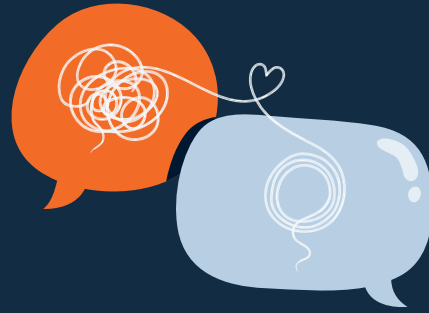
However, 1 in 3 have experienced an issue with an unsupportive manager



This is higher for...

Government (36%)

Larger organisations
(500 or more FTE) (39%)



**WE CAN FURTHER
UNDERSTAND WHAT
THIS MEANS TO PEOPLE**

Being supportive

In both work and personal situations, employees want to feel supported

■ ■ *Be supportive and aware of personal circumstances and that they can affect work.*

*Recognise that I need support.
Give support which is helpful.*

*They can always be kind and helpful
in any situations.*

*Makes everyone feel safe and
supports you if there's anything
you need.*

*Friendly and supportive managers
who make it clear they are available
to talk if you ever need to, about
work-related things or anything
personal. ■ ■*





Identify and address issues

Check-ins are a way of identifying and addressing issues. But not all managers have the skills to identify and address issues.

■ ■ *Talk about issues to find out the underlying causes.*

Find out from employees how they feel, don't wait for them to come to you.

Managers should engage with their staff and find out what each person needs for their wellbeing. Everyone is different and at different stages.

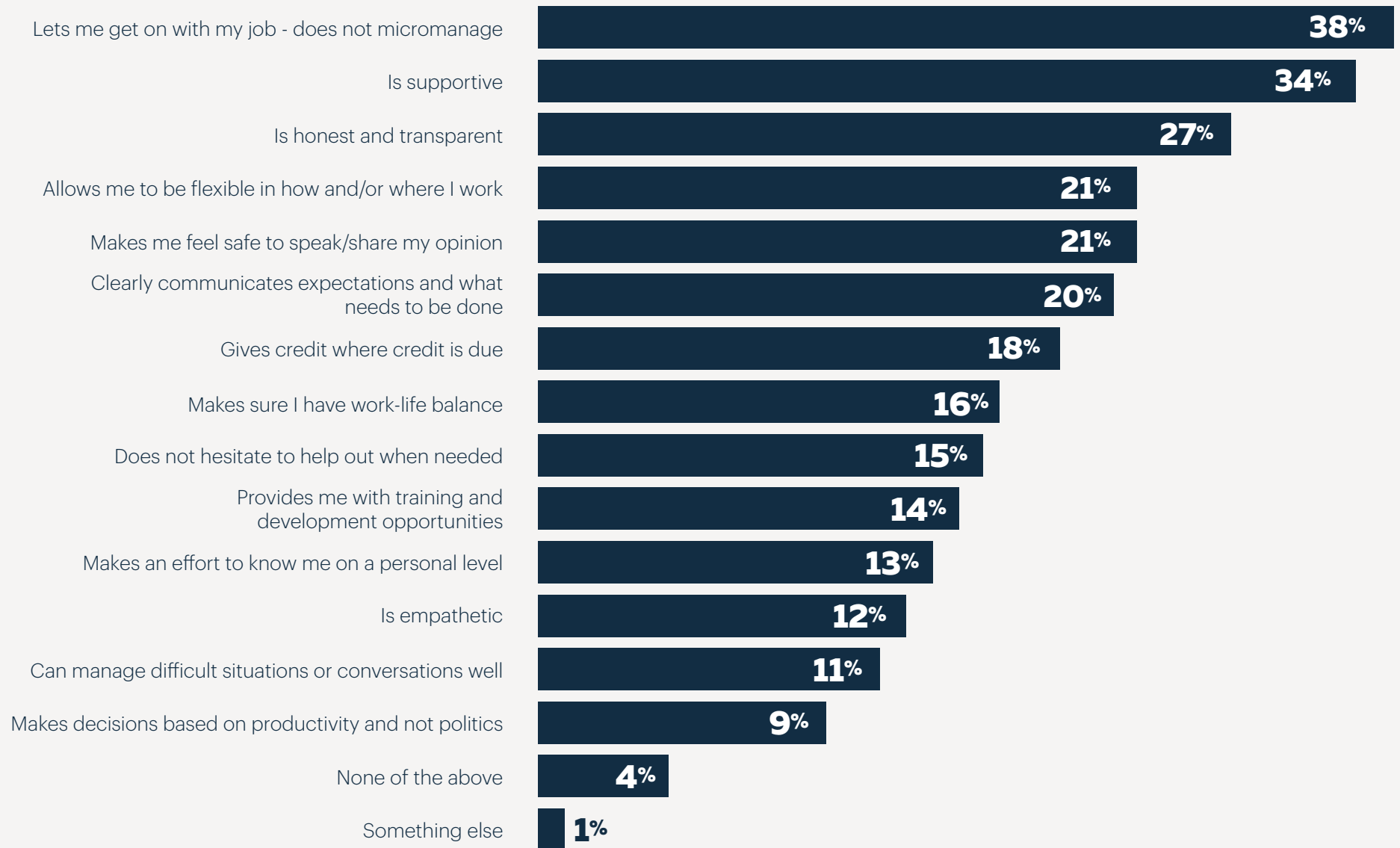
Manager occasionally checking in with me, making sure everything's going fine (both in and out of the workplace) and if there's anything wrong, find a solution to whatever's bothering me.

Listen to what is wrong, try to provide solutions that help ease the stress. ■ ■



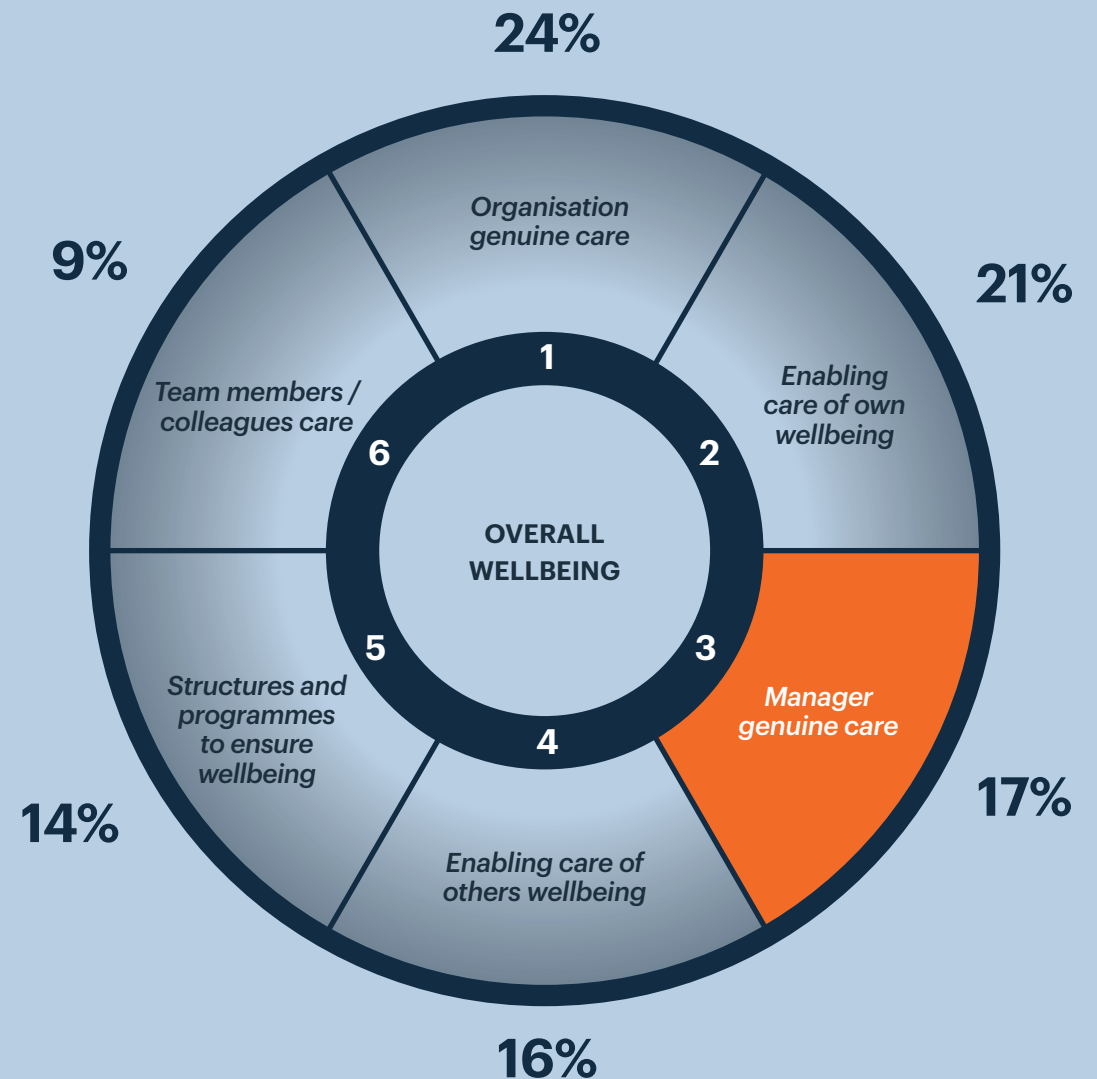
And to really be successful, it must be done in a way that demonstrates genuine care.

Genuine care means supporting employees whilst still giving them autonomy.



Q Thinking specifically about your manager / team leader and how they can make you feel genuinely cared for in the workplace, what attributes are most important
Base: Employee Total Sample 2021 n=1,831,

Note that a manager's genuine care is the third most important factor that impacts wellbeing in the workplace



If you want to learn more about this year's Index then see our report titled 2022 Work Wellbeing Index

www.skillsconsultinggroup.com/insights/wellbeing-index/

The manager plays a critical role in providing support to employees

Employees are experiencing issues and want their managers to be the ones checking in on them and identifying these issues.

But not all managers have the innate skills to identify issues or know what to do to help these issues.

What managers need is upskilling on how to be empathetic, the ability to identify issues and the back-up of a structured wellbeing programme to lean into.



IMPLICATIONS

What are your take-aways?

- Managers can't just be functional experts; they also need the people management skills and tools to support their team's wellbeing.
- Giving managers this knowledge and expertise will go a long way to creating a wellbeing culture that protects your bottom line.

Consider looking at:

- Upskilling your managers in wellbeing
- Investing in wellbeing support tools e.g. software that identifies issues early, Employee Assistance Programs

OK-NOMICS

The theory linking employee wellbeing to your bottom line

Ignore it and pay the price

Embrace it and reap the rewards



How this research was conducted

OVERVIEW

Key areas explored are:

- Overall understanding of wellbeing and what is being offered
- Employer performance against employee expectations
- Wellbeing score and drivers of wellbeing
- Changing wellbeing trends

Survey fieldwork conducted from November 27th to December 15th.

TRA ABOUT OUR RESEARCH PARTNER, TRA

TRA is New Zealand's largest privately owned research company – working with some of the largest corporate and government clients across Australasia. Their expertise spans insights, strategy, behavioural science, data and analytics, and design.

In 2018 TRA was awarded Gold for the most effective piece of insights work globally in the ESOMAR research effectiveness awards. And in 2020 they were named 5th most innovative company in Australia and New Zealand for Media and Marketing and were awarded Best Innovation Program by the Australian Financial Review.

EMPLOYEES

- 15 minute online survey
- Speaking with n=1,831 New Zealanders aged 18 and over who are either full or part time employed (not self-employed)
- Following fieldwork, the data is weighted according to age, region, gender and ethnicity to ensure the data is representative of the New Zealand adult population.
- Spread across employee type and industry:

Office based	898
Non-office based	933
Primary industry	84
Secondary industries	388
Retail	193
Accommodation and Food Services	93
Professional Services	288
Public Administration and Safety	69
Government	534
Education and Training	219
Health Care and Social Assistance	246

HR

- 15 minute online survey
- Speaking with n=105 HR managers
- Spread across role:
 - HR Director
 - HR Manager
 - HR Business Partner
 - HR Advisor
 - HR Coordinator
- Spread across industry (manufacturing, construction/ trade, education, healthcare, hospitality, retail, agriculture, professional services, government and state sectors)

ABOUT US

We are Skills Consulting Group, an international team of experts in learning & development, workplace wellbeing and education consulting based in New Zealand and working with clients around the world.

We live and breathe workplace capability. We work closely with industry. We help organisations upskill their workforce. We assist countries to drive their economic growth.

And right at the core of everything we do is people.

Through the Skills Consulting Group's network of specialist services and brands, we will work with you to tailor solutions that meet the unique needs of your organisation and your people.

And stay tuned; there's more to come. We'll be releasing five sub-reports over the next couple of months, where we'll dive deeper into more areas of workplace wellbeing.

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Find out how we can help your business build a wellbeing strategy
Contact us: info@skillsconsultinggroup.com

