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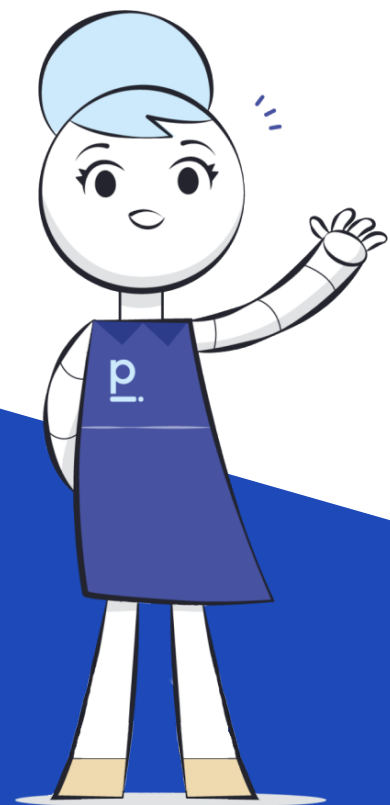
# Culture, Managers, & Leading Remote/ Hybrid Teams

The Employee Mental Health  
& Wellbeing Series

– Part Three

2022

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## Pioneera has identified line managers as the most influential group impacting stress and wellbeing in business.

They are also critical in providing the lived experience of company culture. It is no surprise that according to the 2022 Microsoft Work Trend Index, “Culture will stand or fall with managers”. This survey found that positive culture [46%] was number 1 in the top five aspects of work that employees view as “very important” for an employer to provide. <sup>[2]</sup>

### Great managers create unique cultures.

These managers help their team members learn and grow, recognise their team for doing great work, and make everyone feel cared for. In environments like this, workers thrive. <sup>[5]</sup> A manager’s effect on a workplace is so significant that Gallup can predict 70% of the variance in team engagement just by getting to know the boss. <sup>[5]</sup> But it’s not always easy to be a manager.

Managers feel wedged between leadership and employee expectations.

- **54% of managers (59% in Australia) say leadership is out of touch with employees**<sup>[2]</sup>
- **74% of managers (71% in Australia) say they don’t have the influence or resources to make changes for employees**<sup>[2]</sup>

### What do Managers say about mental health and wellbeing, and are they equipped to deal with this? [8]

<b>67%</b>	of managers have had to put the interests of their organisation above staff wellbeing
<b>70%</b>	of managers say there are barriers to providing mental health support
<b>10%</b>	of junior managers believe their organisation supports those with mental health problems well
<b>62%</b>	of managers who feel confident identifying mental health problems say it is due to general life experience, but
<b>48%</b>	say that their ability to manage staff wellbeing effectively is part of their formal role

In this new hybrid world of work, how can managers get the real-time support they need when they need it?



## Trends and Recommendations

Today, the manager-employee relationship has become more critical than ever. For hybrid and remote workers, managers are the primary connection to their employer and play a significant role in their employee experience. Managers are also the first line in surfacing and elevating fairness concerns, and they can be the difference between an organisation going into crisis or thriving.<sup>[13]</sup>

Training, support, reward, and recognition for wellbeing are the key to supporting employees and managers. But perhaps the most important thing companies can do to support well-being is stop glorifying the workaholic and the 1am hero.<sup>[4]</sup>



**In the workplace, we shouldn't value and celebrate the people who stay up all night and burn the midnight oil because that doesn't produce great results for the person or the organisation. It's not a sustainable model.**

Jen Fisher, Chief Well-Being Officer, Deloitte<sup>[4]</sup>

## Leading remote and hybrid working

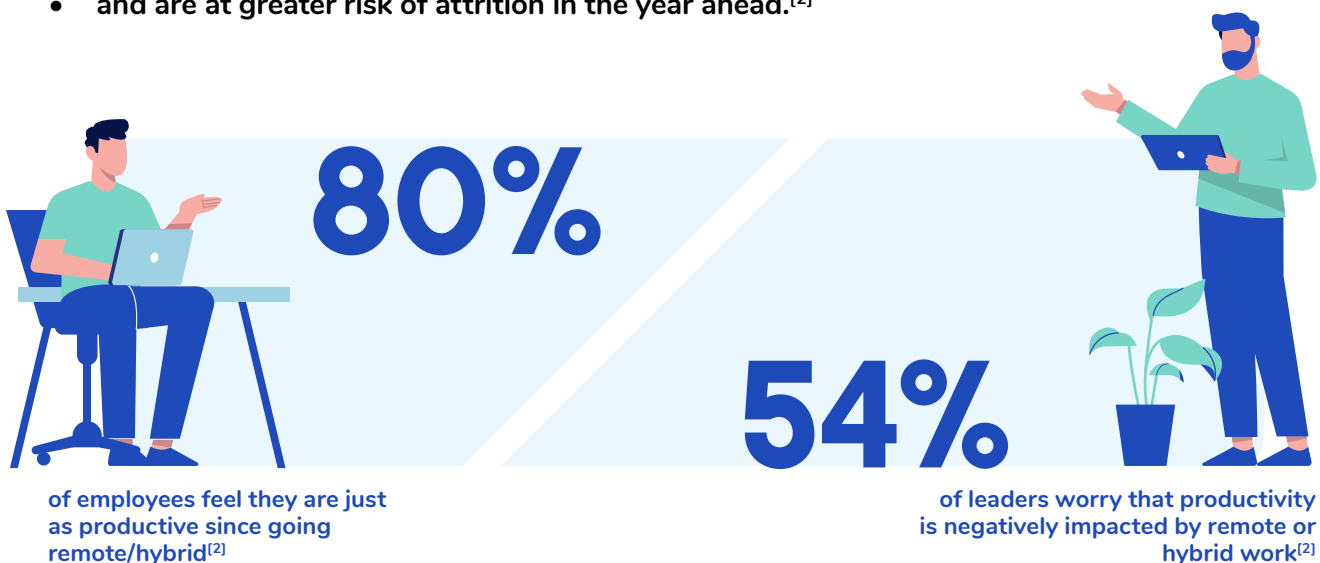
The pandemic threw us all a curveball when we had to move to remote working en masse and overnight.

Whilst we all “got on with the job”, we had to change how we traditionally worked to cater for remote and now hybrid working. Like the pandemic, there was no rule book, and we had to design solutions as we went. We now need to take the same approach to hybrid working so it can help our companies thrive.

Nearly 58% of leaders in Australia are concerned new employees aren't getting the support they need since moving to hybrid or remote work—and for good reason.

Employees hired since March 2020 are:

- **less likely to feel included**
- **have weaker relationships with their direct team**
- **and are at greater risk of attrition in the year ahead.<sup>[2]</sup>**



## So what should leaders focus on?

A Korn Ferry survey conducted during COVID revealed that empathy was the behaviour most amplified in how leaders interacted with their people. Organisations that want to preserve that behaviour developed during covid are implementing ways to strengthen leaders' emotional intelligence and build individuals' resilience and adaptability.<sup>[3]</sup> Great organisations recognise mental health as a core part of their business, lead by example and build it into their operational processes, tools and systems.

Chan and Clarke concluded that to break the cycle of chronic workplace stress and burnout, leaders must:



**Rethink the structures of doing work, Inspire others to prioritise wellbeing actively, Support managers through education and acknowledgement, and Experiment with solutions to end the chronic stress that causes burnout.**