

THE PREDICTIVE INDEX

# PEOPLE MANAGEMENT SURVEY 2018



How to be a great manager (or a terrible boss)

We asked 5,103 employees across 22 industries what they thought of their managers. This report reveals their answers.





# Letter from Mike Zani, CEO of The Predictive Index

Executives fully understand the importance of having rock solid *business* strategies. Where we often fall short is having equally solid *talent* strategies. And at the heart of any sustainable talent strategy are good people managers.

That's why we conducted a first-of-its-kind people management survey and are releasing this report with our findings. Through surveying more than 5,000 people across every industry, we were able to collect a treasure trove of insights about the traits of great (and not-so-great) managers.

We've also enlisted a small panel of subject matter experts to help contextualize and offer color commentary on the data collected. We'll introduce these experts on the next page.

For most businesses, employees are the biggest line item in the budget. They're also companies' biggest differentiators. A company's people—and those people's commitment to the organization—determine whether it will flourish or fail. You probably understand this correlation intuitively, and you also understand that few things have a bigger impact on employees' engagement, productivity, and overall happiness at work than their direct managers. The results from our survey certainly corroborate these sentiments. 94% of those who rate their managers 9 or 10 on a 10-point scale say they feel passion and energy for their jobs. So if you're looking for engaged employees, digesting and learning from these findings is a great investment of your time.

This survey and report will help you understand employees' perspectives on the managerial traits your employees value most. That level of understanding helps make work better for everyone. And as we like to say here at PI, "better work, better world."

**Mike Zani**

CEO, The Predictive Index



# Our panel of experts

As you'll see in the pages ahead, we enlisted the help of experts to provide color commentary and insight on our survey findings. Here's a bit about them.



**Craig Weber** helps people and teams improve their performance by treating dialogue as a discipline. Craig is the author of the bestselling book, [\*Conversational Capacity: The Secret To Building Successful Teams That Perform When The Pressure Is On\*](#) (McGraw-Hill, 2013), and he's the founder of The Weber Consulting Group, an alliance committed to helping people build more engaged, healthy, and adaptive organizations.



**Alyssa Dver** is the co-founder of the [\*American Confidence Institute\*](#) (ACI) and author of 6 books, including her latest, [\*Kickass Confidence: Own Your Brain, Up Your Game\*](#). Formerly a CMO for several HR tech & consulting companies, Alyssa is now a popular speaker, coach, and trainer for clients including MIT, Harvard, Wharton, Spotify, IBM, Wayfair, The US Air Force and many others. She also serves as a finalist judge for the Stevie Awards for Great Employers.



**Victor Lipman** is the author of [\*The Type B Manager: Leading Successfully in a Type A World\*](#) (Prentice Hall Press, 2015). Victor worked for more than two decades for Fortune 500 companies, serving in front-line and executive management roles. His writing has appeared in Harvard Business Review, Forbes, and Psychology Today. He is founder and principal of Howling Wolf Management Training, LLC, and his current focus is on coaching and developing new managers.



**Greg Barnett** is the vice president of science at The Predictive Index, overseeing the execution of the company's talent analytics, employee assessments, employee surveys, psychometrics, and machine learning initiatives. Prior to joining PI, Greg was a senior managing consultant in IBM's Workforce Sciences division, and the director of product development and consulting at Hogan Assessment Systems.



**Jill Christensen** is the founder and president of Jill Christensen International LLC, a global firm focused on teaching companies her proven strategy to increase employee engagement. She is also author of [\*If Not You, Who? Cracking the Code of Employee Disengagement\*](#).



# Table of Contents

About this survey.....	5
Our rating system for this report .....	5
Industries covered in this survey.....	6
Finding #1: Bad managers are self-centered but not self-aware.....	7
Finding #2: Great managers are both passionate and compassionate. ....	9
Finding #3: Managers have an outsized impact on their employees’ work experiences. ....	12
Finding #4: There are more good managers than bad ones.....	14
Finding #5: Men and women match up evenly as managers.....	16
Finding #6: Gen Y (aka millennials) more than hold their ground as people managers. ....	19
Finding #7: The importance of feedback is massive.....	21
Finding #8: Being respected AND liked are important to managers’ ratings.....	24
Finding #9: The prevalence of certain traits varies between industries. ....	27
Finding #10: Delegation, hiring, and communication are on people managers’ minds. ....	29
Full list of trait options in the survey .....	30
Survey methodology:.....	32
About the authors:.....	33



# About this survey

In June 2018, The Predictive Index conducted a survey, asking respondents to answer questions about their managers. With 5,103 respondents, it's the biggest survey of this nature known to us. And the thousands of responses allow for analyses that home in on various groups like never before. You can learn more about our survey methodology at the end of the report.

## Our rating system for this report

One clarifying note on what you read in the pages ahead: We asked all survey respondents to “rate your manager on a scale from 1-10, with 1 being a terrible manager and 10 being an awesome manager.” For the purposes of this report, this is how we've classified managers:

- Those who got ratings of 9 and 10 are called “great managers.”
- Those who got ratings of 7 and 8 are called “good managers.”
- Those who got ratings of 1, 2, 3 and 4 are called “bad managers.”

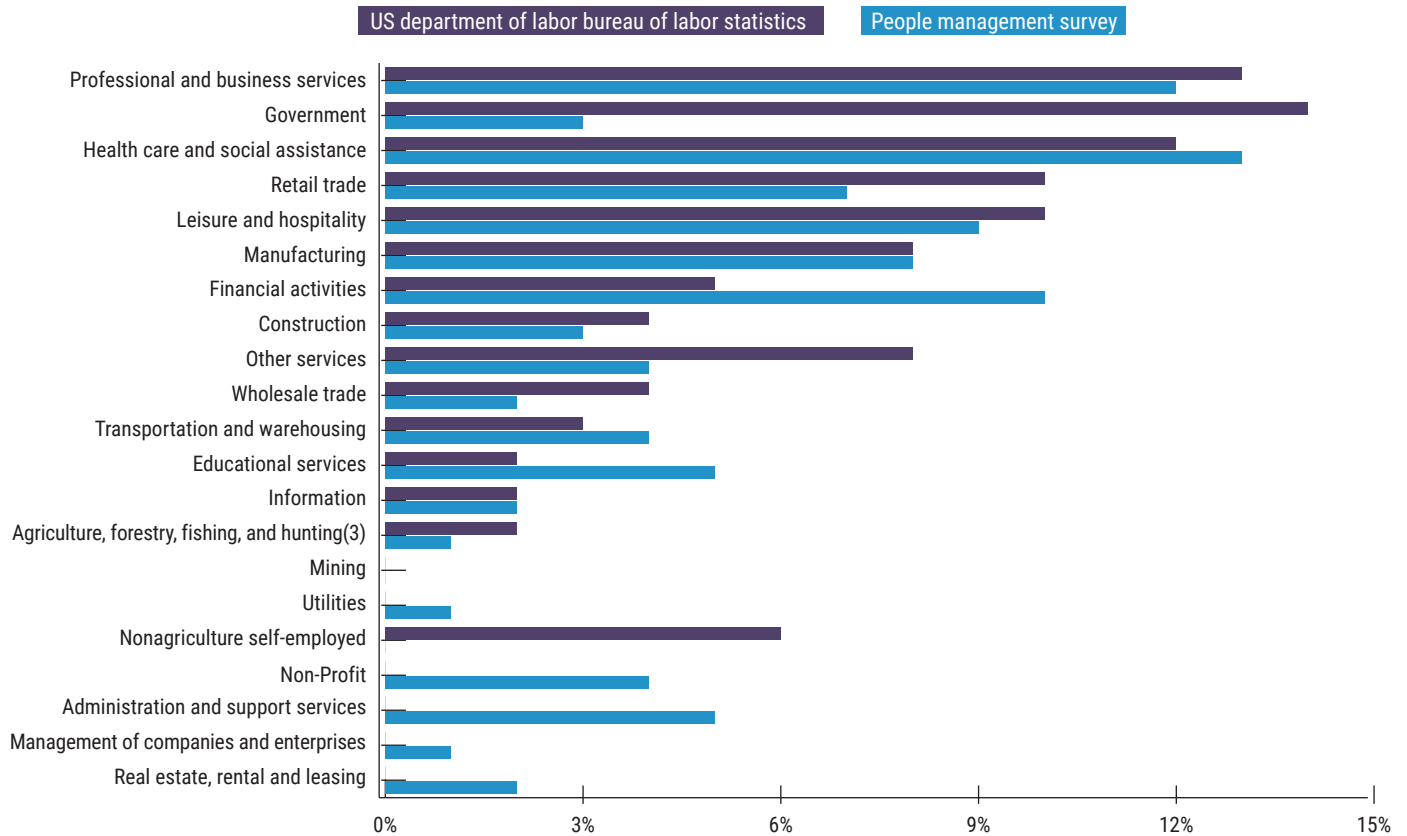
**Now let's dive into the findings!**



# Industries covered in this survey

We had respondents across all industries participate in our survey, and it is fairly representative of the number of workers in various industries in the U.S. It's notable that the survey under-represents workers in the government sector, and it over-represents workers in financial services and educational services.<sup>1</sup>

## Industry Distribution: US Department of Labor vs. People Management Survey



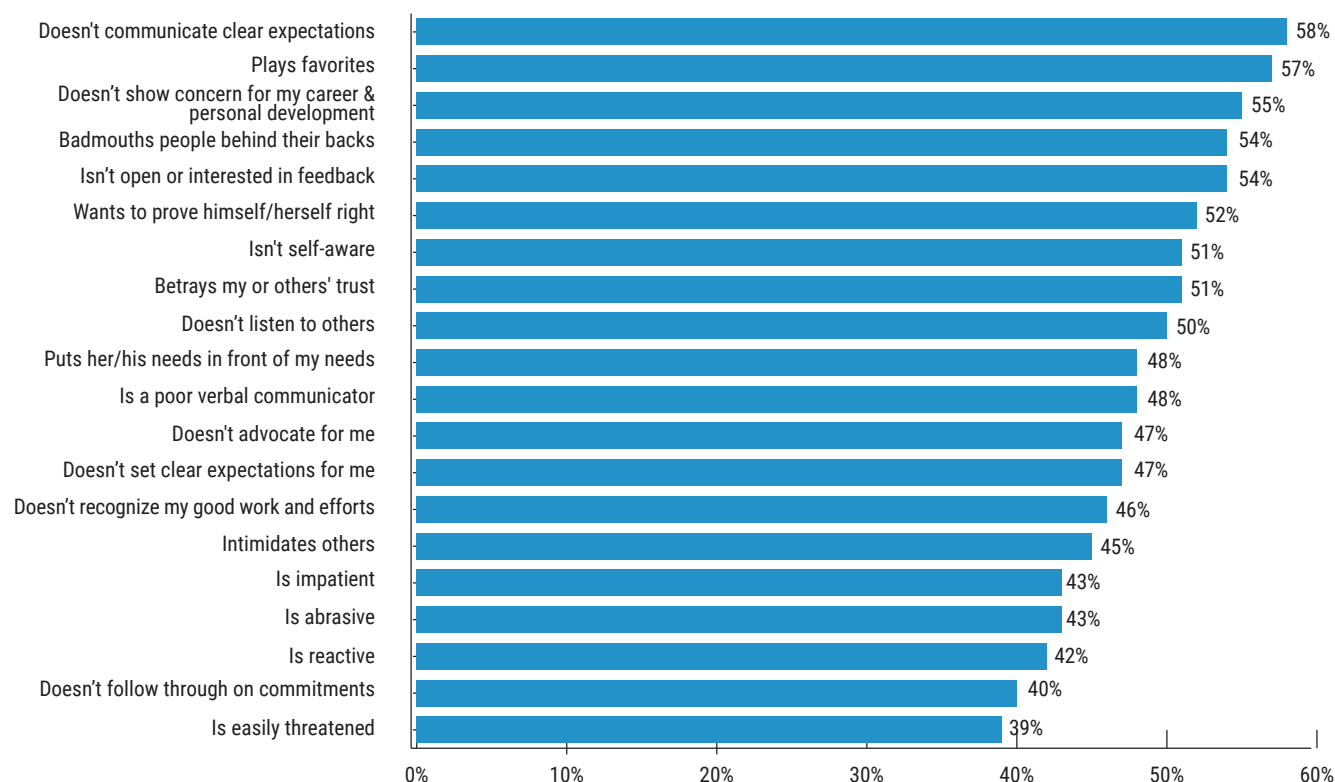
# Finding #1: Bad managers are self-centered but not self-aware.

We start with bad managers. Much has been written about how to be a good manager (and our report will add data to that discussion too), but there's far less research and empirical data about bad managers.

After asking people to rate their managers on a scale from 1-10, we gave respondents a list of [105 traits](#) and asked them to select those that described their managers.

Here are the 20 most common traits among the 633 managers who were rated 1-4 in the survey (bad managers).

## 20 most common traits of terrible managers



*N=4,273; Bad managers N=633*

As you can see, the commonalities among the traits chosen is that bad managers tend to put themselves in front of others. They also aren't open or interested in feedback, they lack self-awareness, and they don't listen to others. They also tend to fall down when it comes to communication; bad managers don't convey expectations, and they are not good listeners. They also lack self-awareness.



## Terrible managers: in employees' own words

In addition to giving them a list of traits to choose from, we also gave all respondents an open-field question and prompted them to provide three words that came to mind when they thought about terrible managers.

Here's a word cloud representing the top words used to describe terrible managers:



## What the experts say...

## Jill Christensen



*"I think most bad managers tend to be people who are narcissistic, put themselves first, and care more about their success than the success of the people on their team. Unfortunately, this is a trait I see often in business, especially among higher level managers."*

**Dr. Greg Barnett**



*"There's a lot of toxicity that comes from bad managers, but many of the factors that show up here are just basic manager skills around communication, putting your employees first, being a genuine servant leader, and being aware."*

## Victor Lipman



*"Great management is not about you, rather it focuses on those you manage. Qualities like 'rude,' 'selfish,' 'lazy,' and 'mean' do not reflect an 'other-orientation' but show a lack of respect for their employees—and such managers are (understandably) penalized for it."*

## Alyssa Dver



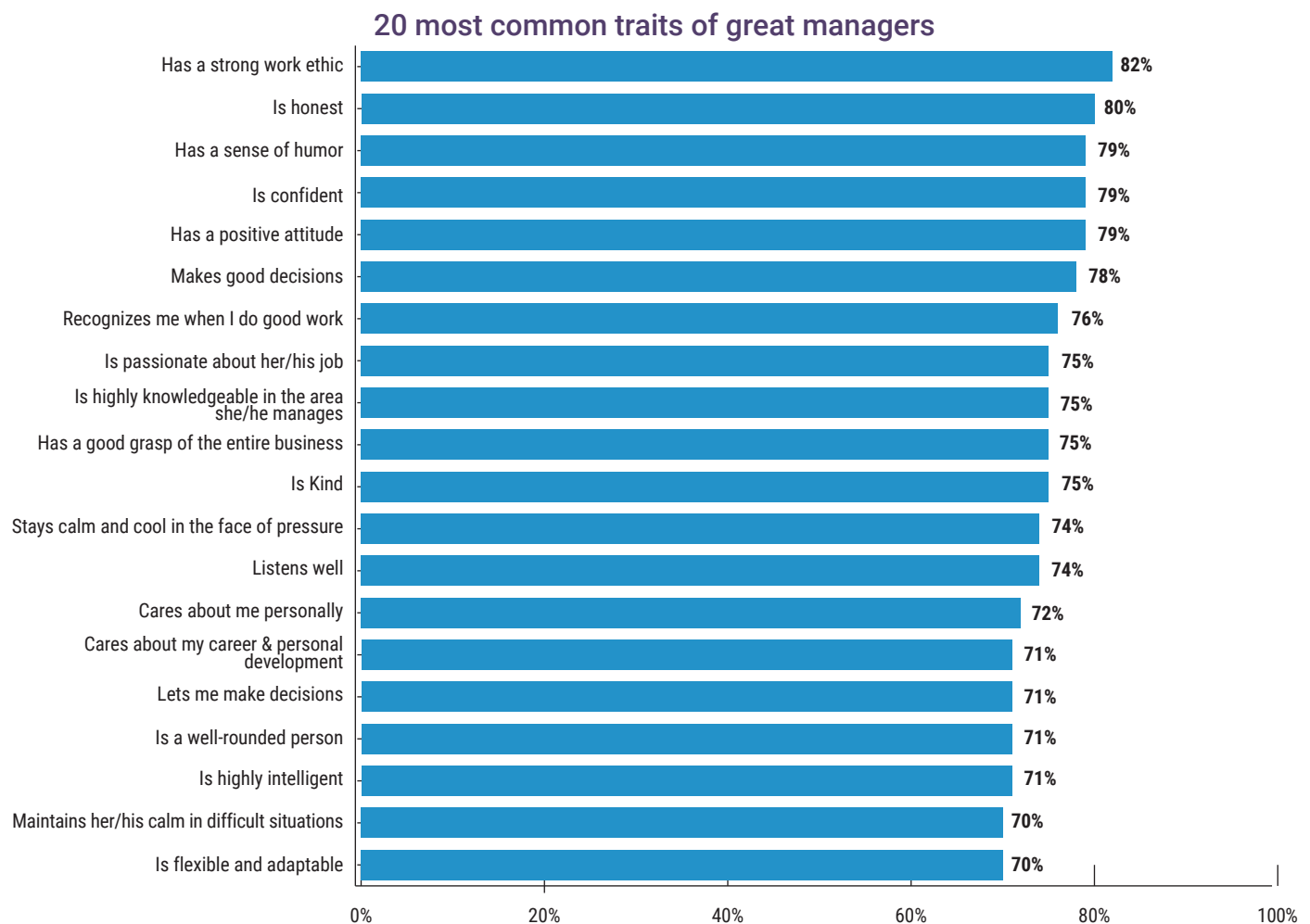
*"The modern Golden Rule still applies: Treat others as you would want to be treated—but also be aware, respect, and adapt to how their needs differ from yours."*





## Finding #2: Great managers are both passionate and compassionate.

OK, now let's talk about great managers (those who ranked 9 or 10). There were 1,533 of them. When you analyze the traits most prevalent in them, they tend to work hard, know how to laugh, have a positive disposition, and understand how to do their jobs. Great managers are also passionate about what they do and compassionate to those around them. Here are the top 20 traits of great managers.



Great managers N=633



Here's a word cloud representing the top words used to describe great managers when respondents were given an open-field question and prompted to provide three words that came to mind when they thought about great managers.



We also wanted to delve a bit deeper into what sets great managers apart from those who are merely good. Here are the top 10 biggest gaps in terms of traits commonly found in great managers but less frequently in good managers:

Criteria	Good managers (%)	Great managers (%)
Motivates others	38%	70%
Sets and communicates clear expectations	35%	65%
Cares about my career & personal development	42%	71%
Helps me see the meaning of my work	26%	53%
Makes good decisions	51%	78%
Makes sure my voices/ideas are heard and considered	40%	67%
Is highly responsive	35%	61%
Listens well	48%	74%
Understands what drives/motivates me personally	29%	55%
Advocates for me	37%	63%



## What the experts say...



**Dr. Greg Barnett**

*"Great managers seem to do a much better job at personalizing the work. They are listeners and advocates. They care about and understand their employees. In some ways, I think this is emotional intelligence. Employees want to feel valued and respected for who they are and what they bring. And great managers are the ones who take the time to pay attention, understand who people are, what motivates them personally, and show some love."*



**Jill Christensen**

*"As I write in my book, I think great managers are courageous, self-confident, present, and optimistic."*



**Craig Weber**

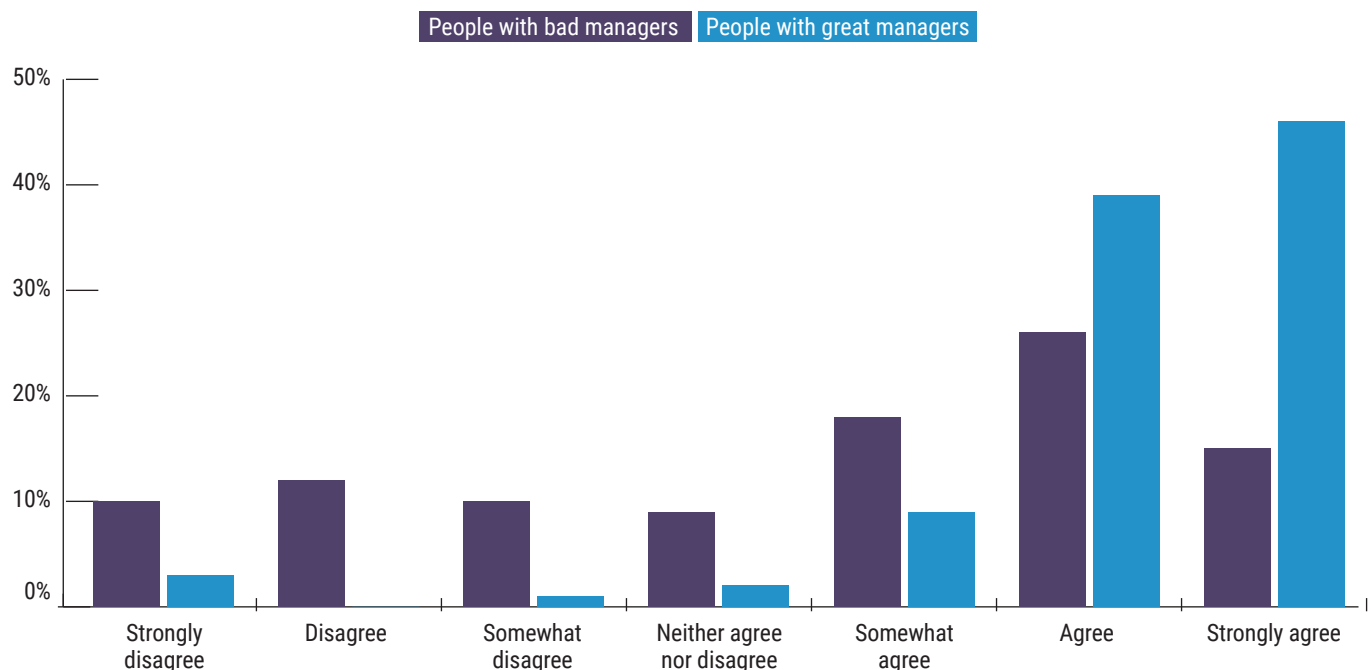
*"From making good decisions and honesty to recognition and staying cool under pressure, most of the traits have at their core the ability to engage in balanced, constructive conversations. I would suggest [managers] review the information above and then use it as a starting point for an ongoing series of conversations with their team about how they can be a better manager."*



# Finding #3: Managers have an outsized impact on their employees' work experiences.

It's common sense that having a good boss makes a difference to people at work, but this survey reveals the magnitude of the impact.

We asked survey respondents to evaluate their own levels of engagement by having them say how much they agreed with this statement: "Overall, I feel passion and energy for the job I am responsible for doing every day." Here's what responses looked like, filtered by whether they had great or bad managers.



**"Overall, I feel passion and energy for my job."**

N=4,273

As you can see, 94 percent of employees with great bosses have passion and energy for their jobs, whereas only 59 percent of employees with bad bosses have passion and energy for their jobs.

And when you look at the entire dataset (not just great and bad managers), there's a significant correlation between manager ratings and the passion and energy people feel for their jobs. We estimate that how someone rates their manager accounts for roughly 14 percent of how engaged they are in their current job.<sup>2</sup>



Perhaps you've also heard the old saying that "people don't leave their companies; they leave their managers." Indeed, it appears to be true. We asked people how likely they are to look for another job in the next 12 months.

### "How likely are you to work for another organization in the next 12 months?"



N=4,273

The bottom line: 77 percent of people with bad bosses hope to jump ship in the next year, whereas only 18% of people with great managers plan to leave the organization. The takeaway: If your company has a turnover problem, your company probably has a people management problem.

### What the experts say...



**Jill Christensen**

*"I am not at all surprised at the correlation between manager performance and engagement. They are the people on the frontline 'touching' employees every day and if they are great, the experience is great."*



**Alyssa Dver**

*"If your boss doesn't make you feel that you fit or contribute value, you may feel insecure and subsequently want to find a place otherwise where you clearly 'belong.' Even if you don't like or respect your manager, he/she still holds some power in your psyche, much like a parent. Whether we like it or not, people we 'report to' hold credibility, or at least some power to determine our success."*



**Greg Barnett**

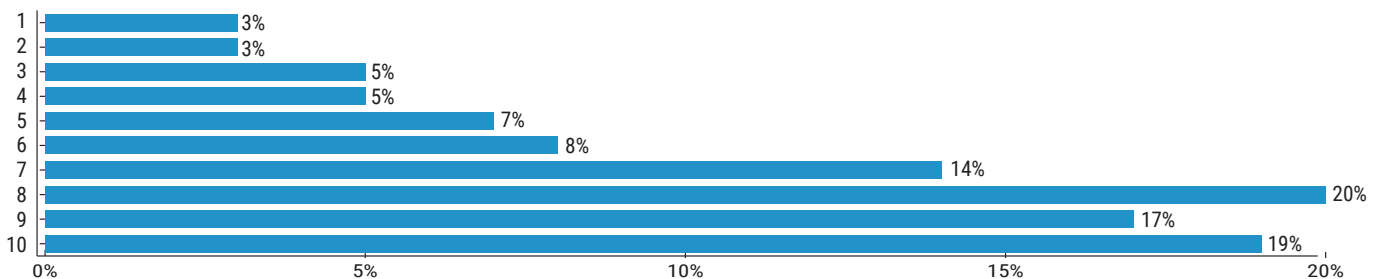
*"Organizations can clearly do something about retention. And one of the most direct ways is to make sure employees have terrific leadership. The human capital costs of getting this wrong are huge. Not only do 51 percent people want to leave their bad managers (e.g., direct turnover costs), but it is the indirect turnover costs—the impact on all the people who have to pick up the slack, disruption to the team and its relationships, engagement issues, clients needing to be reassigned—that are likely to be even more astronomical."*



# Finding #4: There are more good managers than bad ones.

This was happy news. Some reports would have you believe that the vast majorities of managers are monsters. But our massive pool of respondents had a much more positive outlook on those they report to. We asked people to rate their managers on a scale from 1-10, with 1 being a terrible manager and 10 being an awesome manager.

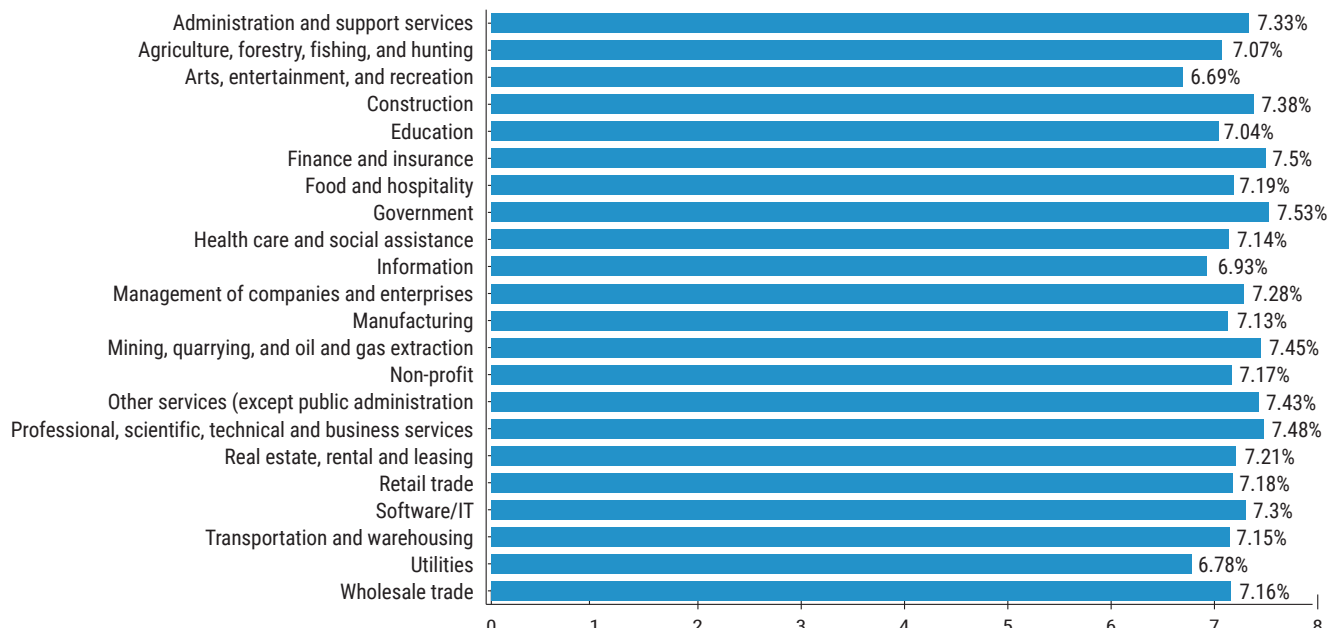
The average of all ratings was 7.3, with 34 percent being classified as “good” (rating of 7 or 8) and 36 percent being classified as “great” (rating of 9 or 10). The distribution of these ratings is shown below.



Manager rating distribution

N=4,273

We also found that average manager ratings were fairly consistent across industries.



Average manager rating, broken down by industry



We were also curious to know whether people who were managers themselves had more or less favorable views of their managers. We thought that perhaps people managers would be more sympathetic to the challenges inherent in managing. But as it turns out, non-managers give their managers slightly higher marks than those who manage people themselves.

Interestingly, our panel of people management experts seemed to view the results with a hint of skepticism based on what they've seen in their years observing dynamics in the workplace.

### How managers and non-managers ranked their managers



N=4,273

### What the experts say...



**Alyssa Dver**

*"This is a good sign but perhaps biased in two ways: 1) We want to have good managers just like we want to have good parents, good houses, good, etc., so it's self-ranking with 'I'm in the boat' filters. 2) Unless you specify what good/great managers are/do, it's based on people's own, perhaps limited, experience with managers."*



**Dr. Greg Barnett**

*"When I see these numbers, I sense that employee expectations aren't very high. If you've never driven a Lamborghini (or Tesla) you may be satisfied with your car. But you've never really seen what greatness looks like... so are we seeing that managers are really pretty good or just that employees don't really have high standards?"*



**Craig Weber**

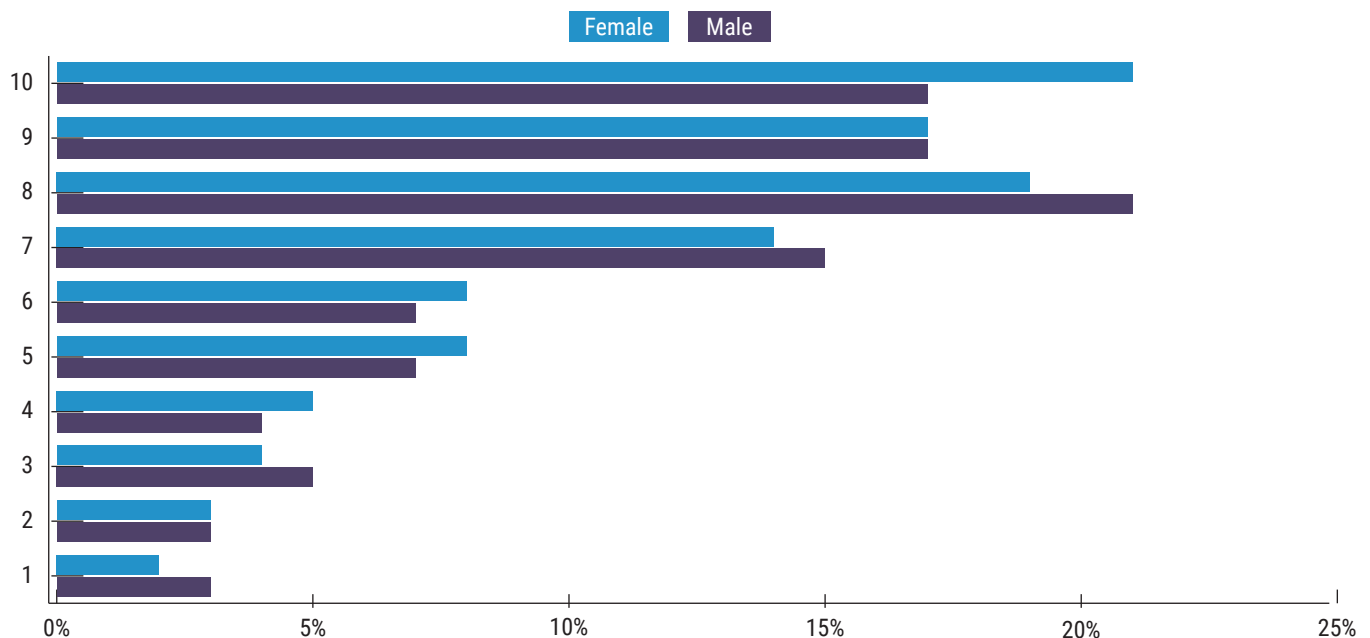
*"In my experience most people like their boss as a person but are frustrated by a lot of their boss's behavior."*



# Finding #5: Men and women match up evenly as managers.

When it comes to women and men in management roles, women received an average rating of 7.3 with men receiving an ever-so-slightly lower rating of 7.2.

Here's a more detailed breakdown of how men and women managers ranked:



## How responders rate male and female managers

*Note: Total N=4,194 Male Manager N= 2,304 Female Manager N= 1,890; 79 responses for "other" and/or "prefer not to answer" not shown.*



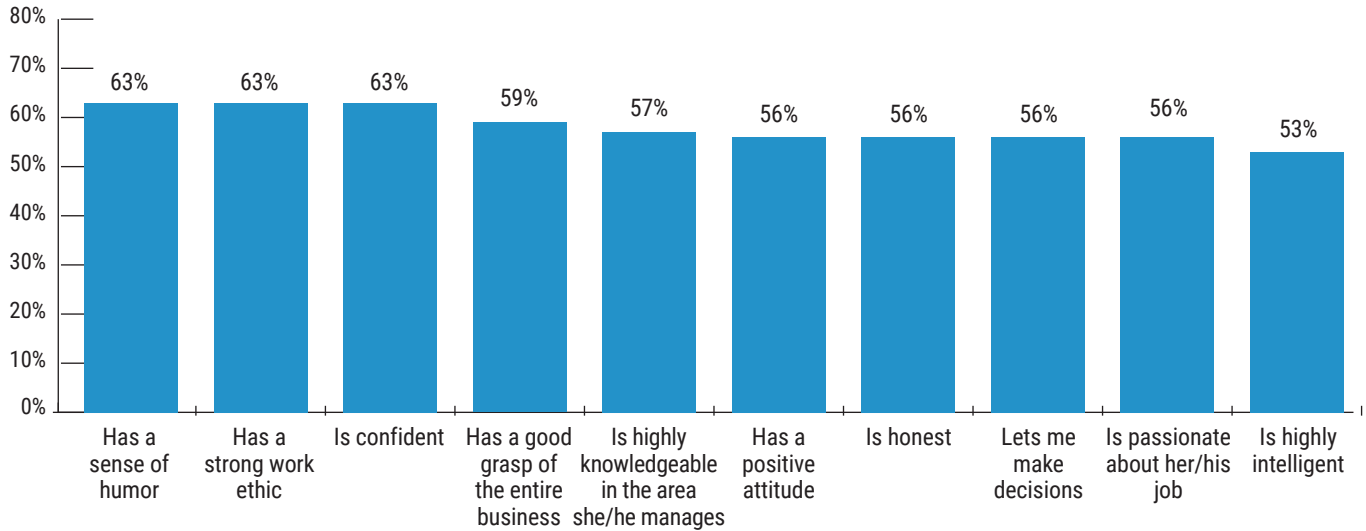


## Traits of male and female managers

It's also interesting to note that the traits of male and female managers tracked fairly closely to each other. If you look at the top 10 traits of both male and female managers, seven of them are the same.

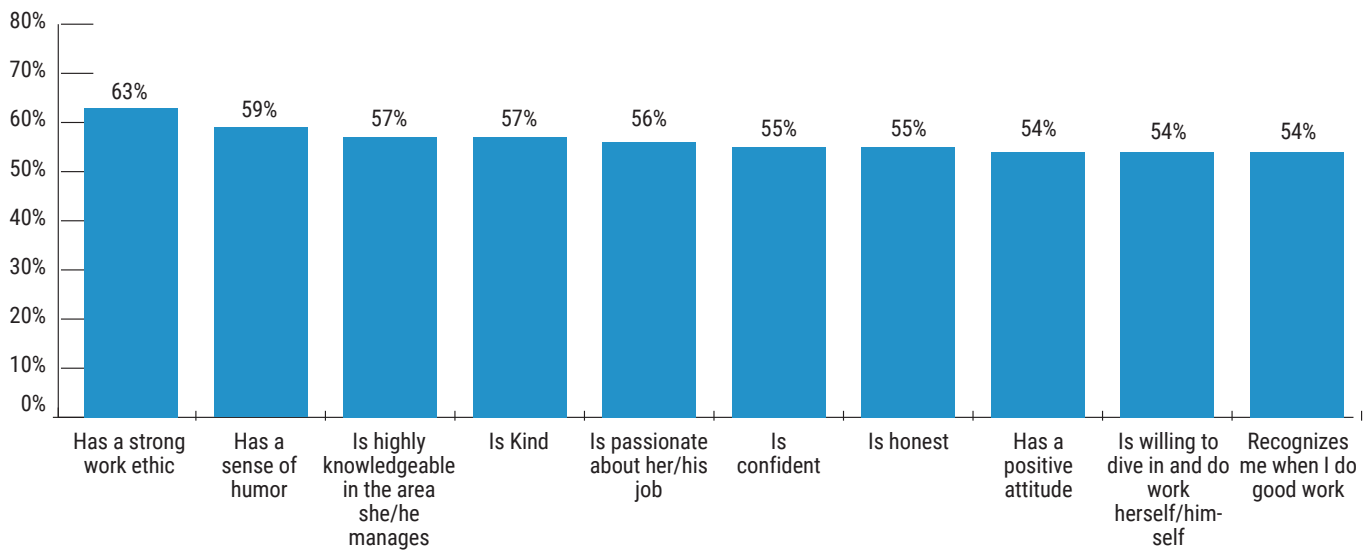
Here were the top 10 traits associated with male and female managers:

### Top traits for male managers



Male Manager N= 2,304

### Top-traits for female managers



Female Manager N= 1,890



## What the experts say...



**Jill Christensen**

*"The world is starting to see how competent women are and appreciate the leadership vs. throwing them under the bus for being strong."*



**Alyssa Dver**

*"Genders are blending more with improved emotional intelligence, and other business-training helping men to embrace the best of women and women to understand more effective behaviors—not just act like men."*



**Dr. Greg Barnett**

*"I think the dynamic is changing. In hierarchical organizations, perhaps men and their dominance—and related social norms—had more opportunities years ago to become savvy managers. I think the dynamic is changing as social norms evolve. Men have traditionally had more opportunities to grow to become savvy managers, but in today's workforce, women have more opportunities to become great managers as well."*



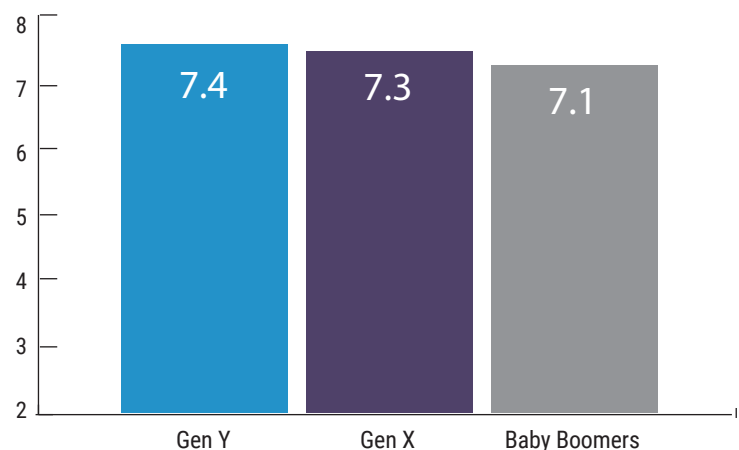
# Finding #6: Gen Y (aka millennials) more than hold their ground as people managers.

We asked respondents what year they were born in and what generation their managers are in. We used the following definitions for generations:

- Baby Boomers: Between 53 and 72 years old
- Gen X: Roughly between 42 and 52 years old
- Gen Y: Roughly between 24 and 41 years old
- Gen Z: Roughly 23 years old or younger

When it comes to how different generations of managers stack up, there is minimal difference between the average ratings for managers of different generations. With that said, Gen Y (aka millennials) managers eked out slightly better average ratings than Gen X and baby boomer managers. This is surprising for a generation that is sometimes maligned for its management skills.

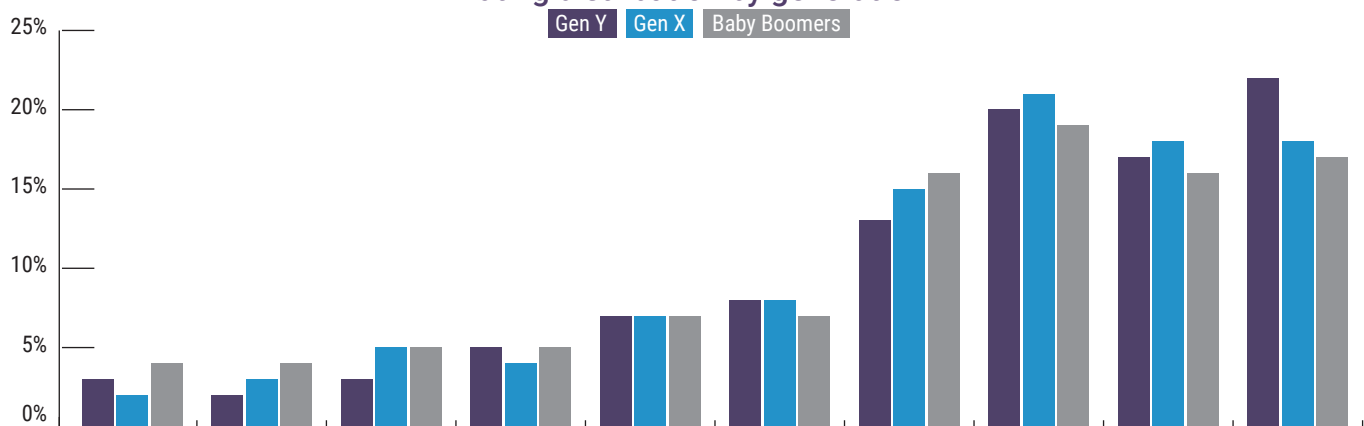
Average manager rating by generation



Note: Total N = 4,192 Gen Y N = 1,192 Gen X N = 1,633 Baby Boom N = 1,345; 103 responses that were Gen Z (born 1995 or earlier) or were "not sure/prefer not to answer" omitted from analysis. Mean difference between Gen Y and Baby Boomers was statistically significant ( $p \leq .05$ ).

Here's a more granular breakdown of those ratings:

Rating distribution by generation



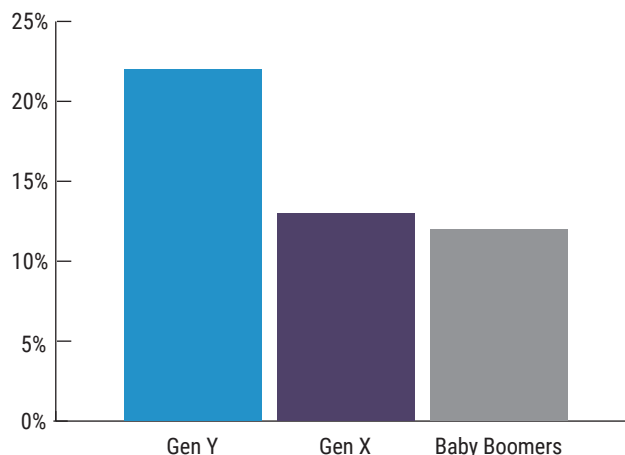
Note: Total N = 4,192 Gen Y N = 1,192 Gen X N = 1,633 Baby Boom N = 1,345; 103 responses that were Gen Z (born 1995 or earlier) or were "not sure/prefer not to answer" omitted from analysis.



In addition to the fact that different generations stacked up fairly evenly, we saw no clear preference for certain generations reporting to other generations. For example, baby boomers who reported to Gen Y managers gave them an average manager rating of 7.2 and baby boomers who reported to other baby boomers gave them an average manager rating of 7.1.

When it comes to the traits that make a great manager, millennials' responses were like the rest in that having a sense of humor, a strong work ethic, being honest and being confident are some of the most common characteristics that were identified in their top-rated bosses. But there is one characteristic that millennials associated with great bosses far more than any other age group: being casual with rules. 22 percent of millennials with top managers said that their managers were casual with rules, compared to only 13 percent of Gen X-ers and 12 percent of baby boomers. Could it be that millennials are more accepting of managers who doesn't take the rules too seriously?

### Percent of respondents with great managers who said that the manager is casual with rules, by age group



Gen Y N=734; Gen X N = 409; Baby Boomers N = 300

#### What the experts say...



**Victor Lipman**

*"Great managers can come from any age group. Their success will likely be determined more by certain attributes (honesty, trustworthiness, and fairness) rather than by a certain age group. Employees always appreciate supportive and fair managers, regardless of age."*



**Jill Christensen**

*"I thought baby boomers would rate higher because they have more managerial experience. However, this proves that experience does not equal competence!"*



**Dr. Greg Barnett**

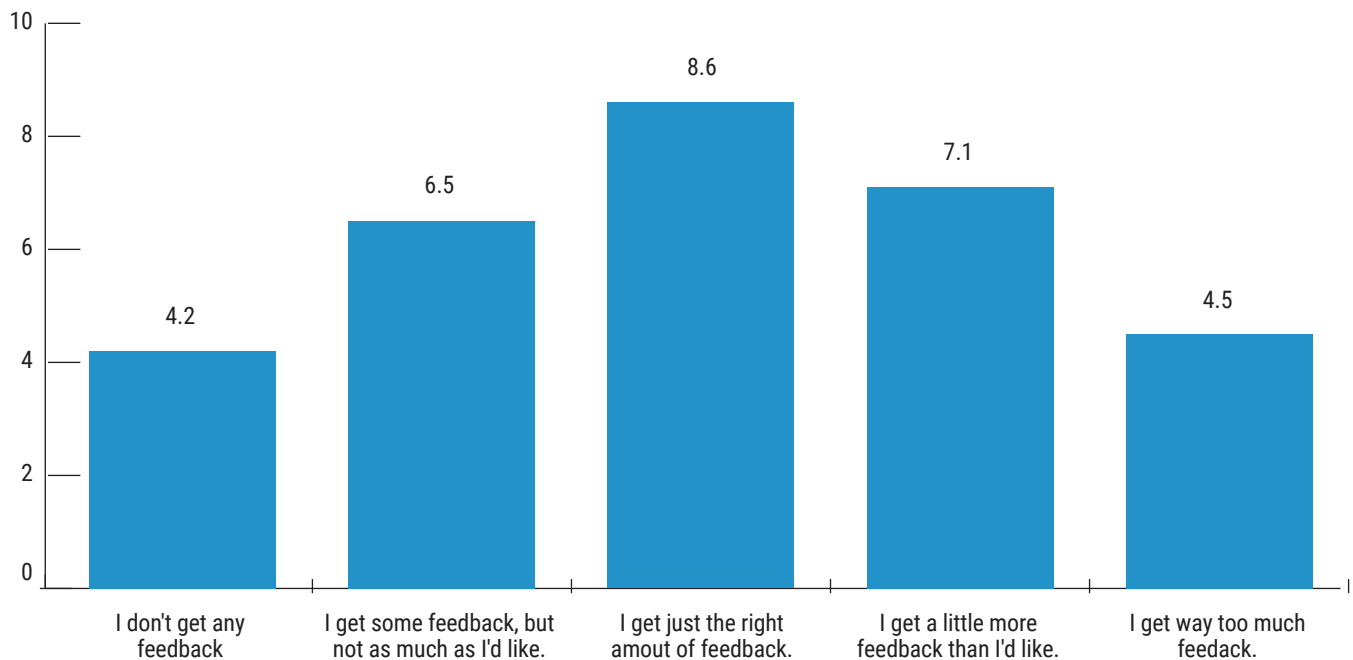
*"I think this could be another busted myth. Despite all the popular press and books that claim major generational differences, millennials are getting good—if not better—ratings. There is hope! The world is not on fire."*



# Finding #7: The importance of feedback is massive.

A common complaint among frustrated employees is the amount of feedback (too much or too little) they get from their managers. Indeed, management ratings are strongly tied to how much feedback the employee feels he or she is getting.

**Feedback effect: average manager ratings by how much feedback they give to the respondent**



*Note: "I don't get any feedback" N=409; "I get some feedback, but not as much as I'd like" N=1,458; "I get just the right amount of feedback" N=2,033; "I get a little more feedback than I'd like" N=276; "I get way too much feedback" N=93.*

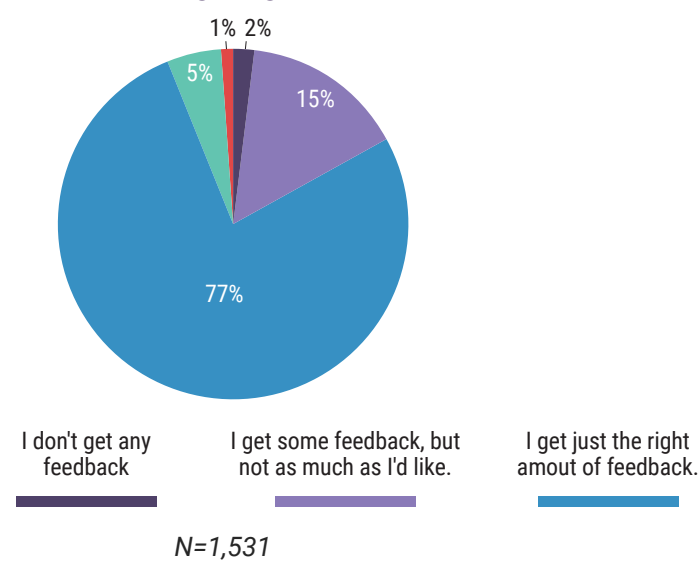
It's also worth noting that when it comes to how much feedback managers give, employees give higher marks to managers who err on the side of giving too much rather than too little.

As shown above, managers who gave "a little more feedback" or "way too much feedback" received average ratings of 7.1 and 4.5 respectively, but those who gave too little or no feedback scored lower, with average ratings of 6.5 and 4.2, respectively.

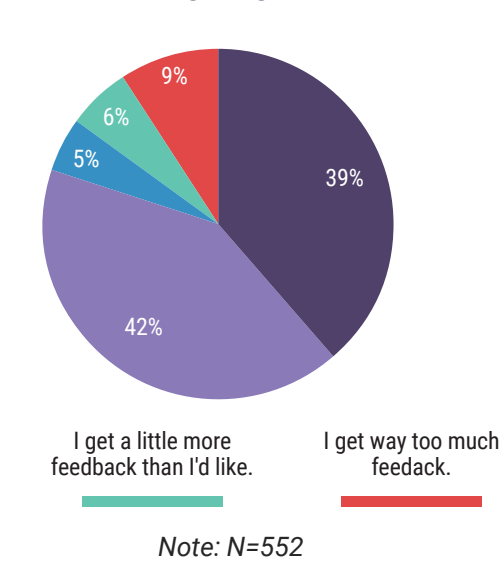


The inverted way of looking at this data is also revealing. Here's how employees rate the amount of feedback from great and bad managers.

How great managers fare when it comes to giving feedback

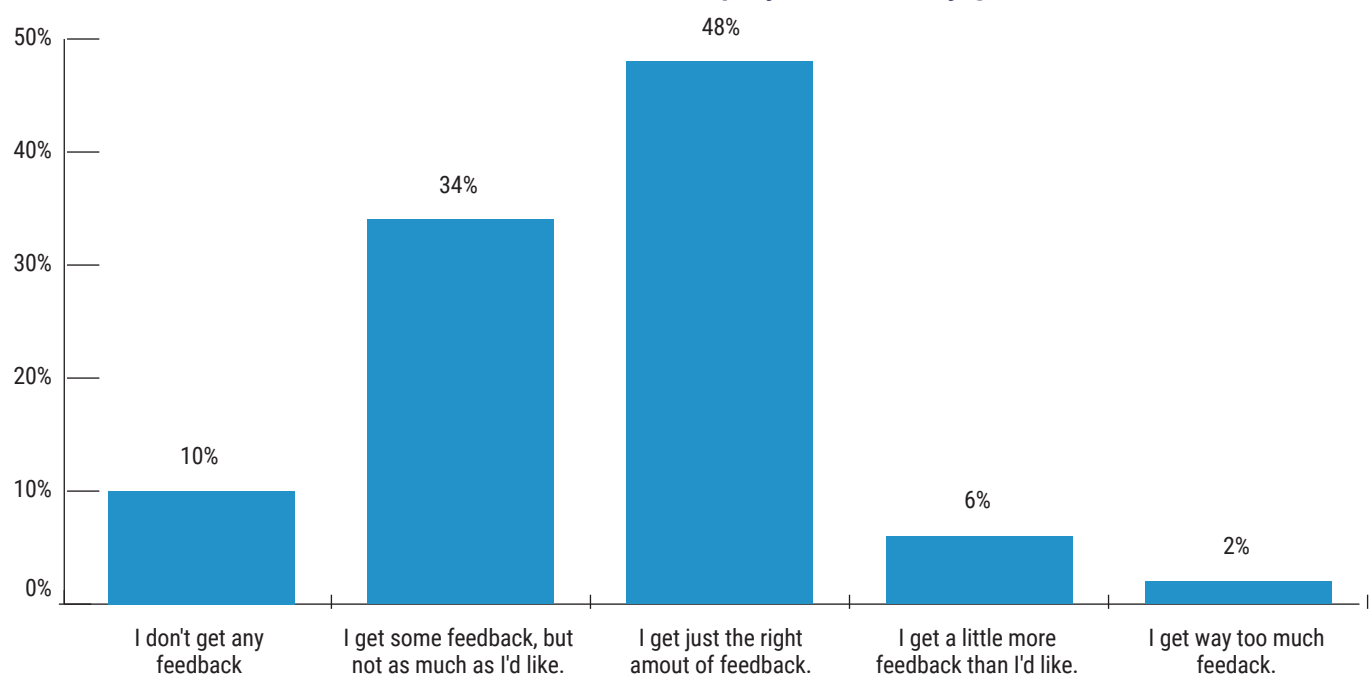


How bad managers fare when it comes to giving feedback



Looking at all respondents, far more feel like they get too little feedback than too much.

How much feedback employees feel they get



Want to improve employees' perceptions of managers? Insisting on more feedback is probably a good place to start.



## What the experts say...



**Jill Christensen**

*"One of the greatest human needs is to be acknowledged and appreciated for a job well done. Because of that, if a person is not getting feedback, this need is going unmet and the employee will think negatively about their manager."*



**Craig Weber**

*"Here's my advice on giving feedback: Ask, don't guess. Far too many managers fail to dial in the appropriate amount of feedback. One big reason is that rather than ask people what kind of feedback they need, and how to best provide it, they guess."*



**Dr. Greg Barnett**

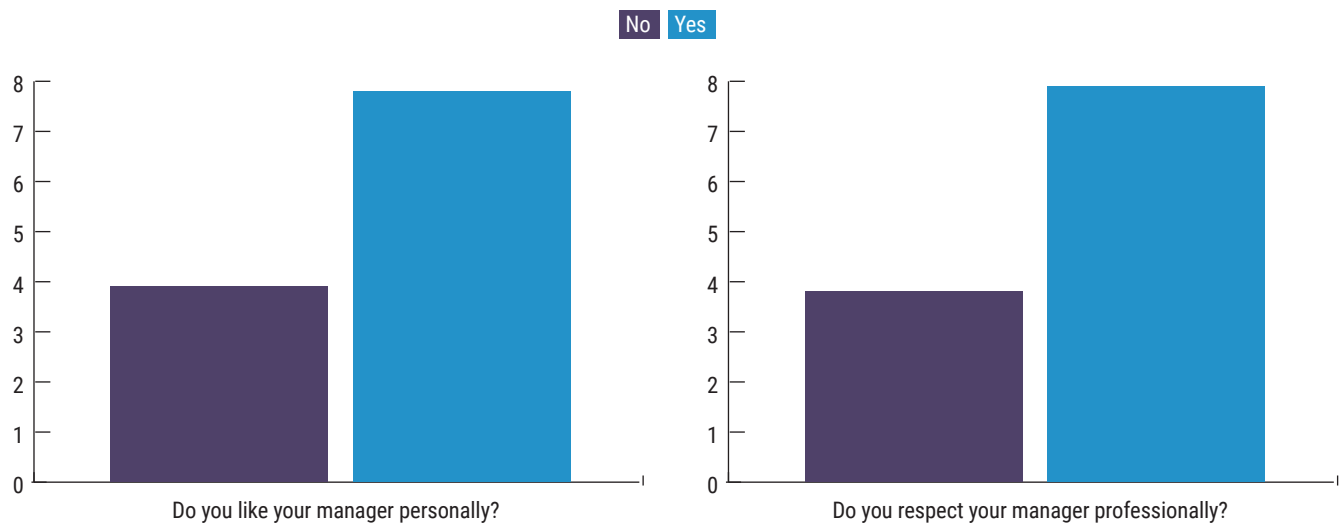
*"The findings are very much inline with what we are seeing in the performance management world: the death of the annual performance review. Ongoing coaching and feedback are critical. They help employees grow their careers. Ultimately, there is a psychological contract with organizations that says, 'I will give this much work but you need to give me this stuff back.' And so managers who communicate, and respect their employees enough to deliver thoughtful feedback, who make it a priority and who tailor the amount to the person... those people are rocking it."*



# Finding #8: Being respected AND liked are important to managers' ratings.

We found that 79 percent of our respondents both like their manager personally and respect them professionally. And as you may have suspected, both liking and respecting one's manager have a lot to do with that manager's overall rating.

**Average ratings for managers who are or aren't liked personally and/or respected professionally**



*Note: "liked personally"-Yes N= 3,716; No N = 557;"respected professionally"-Yes N=3,610; No N=663*





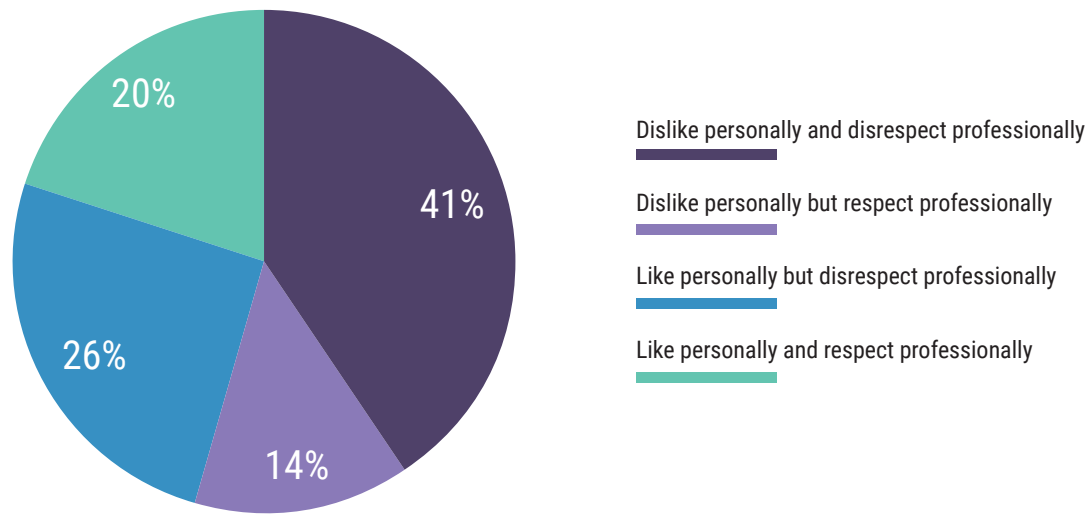
But what do things look like for respondents who either like their manager or respect their manager—but not both? There’s a common phrase that “it’s better to be respected than liked” when it comes to being a successful manager, and we see that play out in the numbers ever so slightly.



*“Don’t like personally but respect professionally” N= 234; “Like personally but don’t respect professionally” N= 340.*

Ninety-nine percent of managers who were rated as great were also liked both personally and respected professionally.

For bad managers, it breaks down like this in terms of whether their people like and respect them:



Percent of managers with bad ratings

N=663



## What the experts say...



**Dr. Greg Barnett**

*"Sometimes, you just won't get along with your boss due to personality differences, political ones, etc. Lots of things can mean you just aren't meant to be friends. So respect, even though it isn't huge, is the first thing that is needed. And perhaps when managers are trying to develop and are thinking about things they need to say, they need to realize that being personally liked is not a gateway toward creating a better work experience."*



**Jill Christensen**

*"In my opinion, the need to be liked stems from a lack of self-confidence. Strong people do not look externally for validation; they get it from within and do not feel the need to be liked. Being respected is a different animal altogether. It's normal for a person to want to be respected because that means they are competent."*



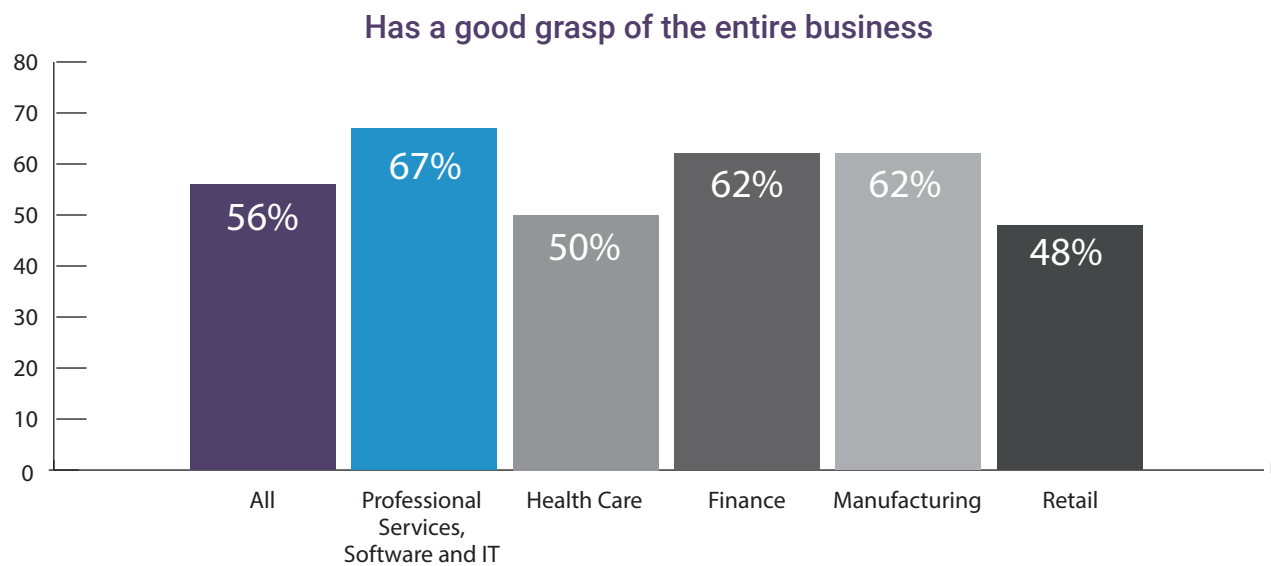
**Alyssa Dver**

*"Like = enjoy being with, can relate to, and appreciate them as fellow employees. Respect = trust their judgement and willing to at least listen to their opinion."*



# Finding #9: The prevalence of certain traits varies between industries.

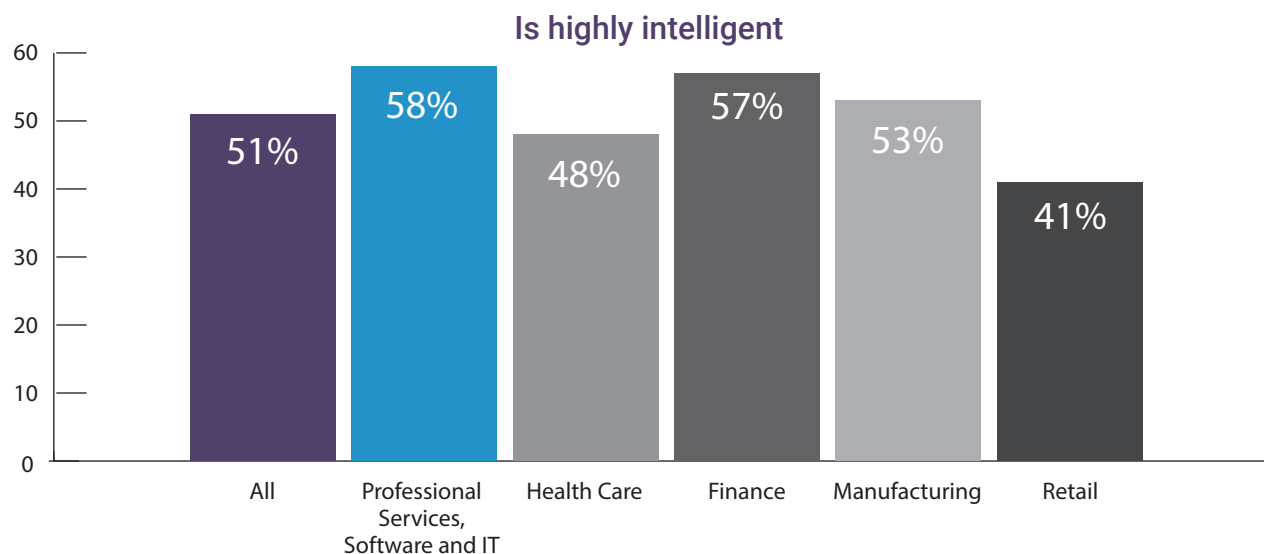
We examined data from the largest industries in our dataset to see if different industries had divergent management styles in terms of which items were most frequently associated with all managers in that industry. There were a few traits that had surprising differences in the percent of respondents from the industry who associated them with their managers, including having a good understanding of the business, intelligence, and persuasiveness. Here's a look at those items.



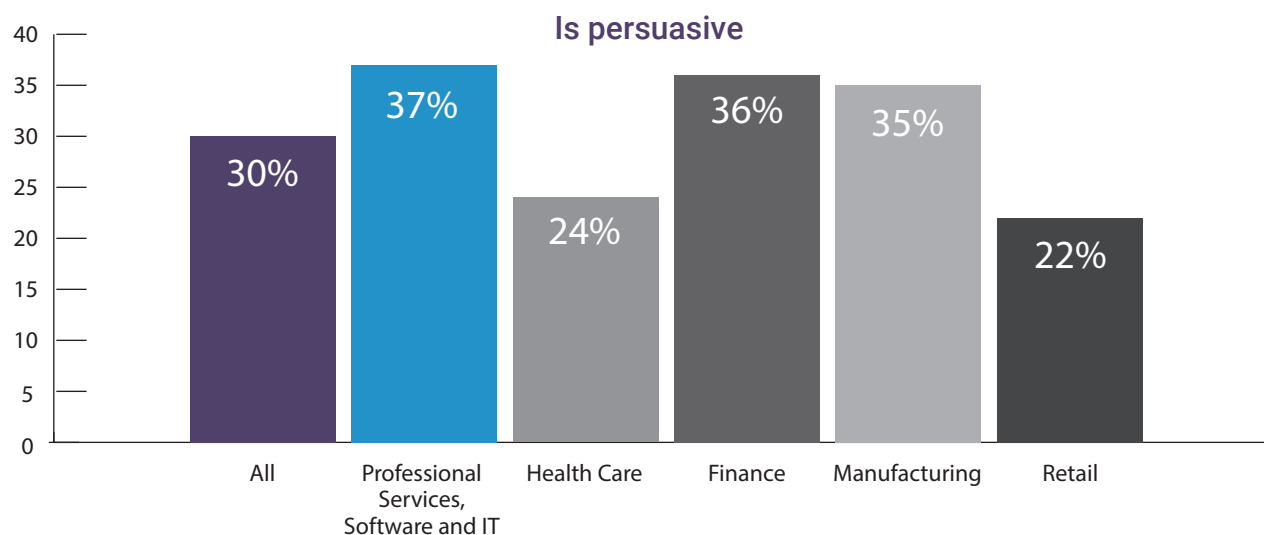
*N for the industries in the charts that follow: Total N (including industries not shown) = 4274; Professional Services, Software and IT N = 581; Health care N = 563; Finance N = 408; Manufacturing N = 362; Retail N = 297.*



Overall, only a little more than half of the managers in the sample were associated with having a “good grasp of the entire business.” But there are some industries that seem to have managers that perform better in this area, like professional services, and others where it is more of a problem, such as health care and retail.



Out of all of the managers that were rated in the survey, only 51 percent were described by their direct reports to be “highly intelligent,” and as we saw with “has a good grasp of the entire business,” some industries perform better than others on this trait. The retail industry in particular seems to be lacking in this area, with only 41 percent of retail industry survey respondents who describe their managers as highly intelligent.



On the trait of “is persuasive,” we see the lowest percentages of all three examples, with only 30 percent of managers across all industries being described as persuasive. This is likely due to the fact that being persuasive isn’t necessarily something that is required for all sorts of management roles—at least not to the extent that being highly intelligent and having a good grasp of the business are important for management. It is possible that this is reflected in the industry percentages shown above, where there is not as much of a need for managers to be persuasive in health care or retail positions as in other positions.



## Finding #10: Delegation, hiring, and communication are on people managers' minds.

We also had 2,045 respondents indicate that they managed other people. We asked them to “list three to five things that are ‘top of mind’ for you as a manager.”

Here are the top 20 most common phrases we got back:

- |                  |                           |                |                     |
|------------------|---------------------------|----------------|---------------------|
| 1. Delegation    | 6. Coaching               | 11. Listening  | 16. Motivating      |
| 2. Hiring        | 7. Onboarding             | 12. Delegating | 17. Giving feedback |
| 3. Communication | 8. Accountability         | 13. Support    | 18. Mentoring       |
| 4. Training      | 9. Development            | 14. Trust      | 19. Supportive      |
| 5. Feedback      | 10. Giving tough feedback | 15. Fair       | 20. Honesty         |

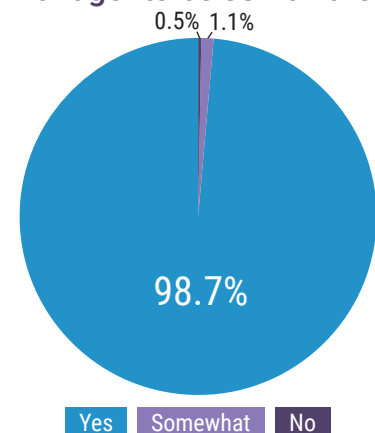


And here is the full word cloud.

On a final note, one other question we asked all respondents: “Do you believe that it is important for a manager to be self-aware?” While we expected the majority to say yes, we didn’t expect less than one percent of people to say “no.”

If you're looking to increase your own self-awareness, we'd recommend you take PI's Behavioral Assessment™. It's free and takes less than six minutes on average. You can find it here: <http://trypi.com/freeba>

Do you believe it is important for a manager to be self-aware?



# Full list of trait options in the survey

- Advocates for me
- Asks for feedback
- Avoids conflict
- Avoids making decisions
- Avoids risk
- Badmouths people behind their backs
- Betrays my or others' trust
- Cares about me personally
- Cares about my career & personal development
- Confronts conflict head on
- Considers other viewpoints before making decisions
- Considers unintended consequences of decisions
- Doesn't advocate for me
- Doesn't communicate clear expectations
- Doesn't play favorites
- Doesn't ask me many questions
- Doesn't follow through on commitments
- Doesn't hold me accountable for my work
- Doesn't let me make decisions
- Doesn't listen to others
- Doesn't recognize my good work and efforts
- Doesn't set clear expectations for me
- Doesn't show concern for my career & personal development
- Effectively communicates long-term plans
- Follows through on commitments
- Gives me clear assignments
- Has a good grasp of the entire business
- Has a negative attitude
- Has a positive attitude
- Has a sense of humor
- Has a strong work ethic
- Has lofty and difficult-to-achieve expectations
- Helps me see the meaning of my work
- Holds team members accountable for their work
- Intimidates others
- Is a poor verbal communicator
- Is a well-rounded person
- Is able to tailor her/his communication style for different employees
- Is abrasive
- Is aloof
- Is assertive
- Is careful with rules
- Is casual with rules
- Is confident
- Is detail-oriented
- Is easily threatened
- Is emotionally volatile
- Is extraverted
- Is flexible and adaptable
- Is guarded/emotionally detached
- Is highly intelligent
- Is highly knowledgeable in the area she/he manages
- Is highly responsive
- Is honest
- Is impatient
- Is introverted
- Is kind
- Is more people-oriented than task-oriented
- Is more task-oriented than people-oriented
- Is naturally skeptical of others
- Is overly dependent on others
- Is passionate about her/his job
- Is patient
- Is persuasive



- Is proactive
- Is quick to connect with others
- Is reactive
- Is self-aware
- Is slow and careful in connecting with others
- Is transparent
- Is unresponsive
- Is willing to dive in and do work herself/himself
- Isn't detail-oriented
- Isn't self-aware
- Isn't intelligent
- Isn't open or interested in feedback
- Isn't passionate about his/her work
- Jockey for position within the organization
- Keeps team focused on priorities
- Lets me make decisions
- Listens well
- Maintains her/his calm in difficult situations
- Makes decisions quickly
- Makes good decisions
- Makes sure my voices/ideas are heard and considered
- Manages his/her emotions maturely
- Motivates others
- Naturally trusts others
- Plays favorites
- Prioritizes effectively
- Prioritizes short-term results over long-term results
- Puts her/his needs in front of my needs
- Puts my needs in front of his/her own
- Recognizes me when I do good work
- Reflects on and analyzes mistakes
- Runs meetings efficiently
- Sets and communicates clear expectations
- Solves problems quickly
- Stays calm and cool in the face of pressure
- Takes credit for my work
- Takes risks
- Understands what drives/motivates me personally
- Wants to prove himself/herself right
- Writes well



# Survey methodology:

The Predictive Index created the survey instrument and opened the survey to respondents in June of 2018.

The survey consisted of three major sections. In the first section, we asked respondents some general questions about their work experience. The most important question of this section was one that asked respondents to rate their manager on a scale of 1 to 10. This question was essential to the survey, as it was the one we used to define “great,” “good,” and “bad” managers. In the second section, we asked respondents to select words and phrases that described their manager from a list of 105 unique traits. The traits were determined in collaboration with subject matter experts and represent positive, negative, and neutral characteristics. The final section of the survey included more questions about the respondents’ work experience, as well as demographic questions about the respondents and their managers.

The survey was promoted through email and social media with the incentive of entering people into a sweepstakes to win a \$500 gift card if they completed the survey.

From our original pool of 5,103 responses, we excluded 767 partial responses and 95 invalid responses. Responses were determined to be invalid if the response level on the free-choice item was under 5 or over 100 selections. The final sample contained 4,241 respondents from 22 different industries.

## Footnotes:

- 1) U.S. Department of Labor Statistics data from 2016 Current Employment Statistics survey Employment Projections program, U.S. Bureau of Labor Statistics. Industry categories included in BLS census but not People Management Survey: non-agriculture self employed; industry categories included in People Management Survey but not the BLS census: non-profit, administration and public services, management of companies and enterprises, real estate, rental and leasing
- 2) Reported results: Pearson correlation, two-tailed;  $r = 0.38$  ( $P \leq 0.05$ )
- 3) N for the industries in the charts that follow: Total N (including industries not shown) = 4,274; Professional Services, Software and IT N = 581; Healthcare N = 563; Finance N = 408; Manufacturing N = 362; Retail N = 297.







## About the authors:

**Sarah Mulvey** is a Research Consultant at The Predictive Index. She is responsible for executing research projects and studies related to PI's science-based Behavioral, Cognitive, and Job Assessments. She discovered her passion for industrial and organizational psychology while working at The Predictive Index and is currently studying the subject in Southern New Hampshire University's graduate program.



**Thad Peterson** is the Senior Director of Marketing at The Predictive Index. Prior to PI, Thad worked in product and content marketing roles at a number of successful software companies, including Wistia, Buildium, Globoforce and Monster. He's also the founder of You Can't Fake Sweat and co-founder of BuildingAnAdu.com.



To download the charts in this survey, visit  
[www.predictiveindex.com/survey-charts](http://www.predictiveindex.com/survey-charts).

