



IT'S THE MANAGER

It's the Manager, a book based on Gallup's largest global study of the future of work, found that the quality of managers and team leaders is the single biggest factor in an organization's long-term success. Similarly, Kenexa's interview of 1,000 individuals who had recently quit their jobs found that supervisor relationships influenced workers opinions regarding pay, benefits, development, and advancement—concluding that offering a higher salary or developmental/advancement opportunities may not be sufficient incentives for worker retention. Other studies show supervisors' effect on employees, including:

- » "When employees stay, it is because of their immediate supervisor" (National Education Association).
- » "Employees who stay primarily for their supervisors stay longer, perform better, and are more satisfied with their pay . . ." (TalentKeepers).
- » "Trust between managers and employees is the primary defining characteristic of the very best workplaces" (Great Place to Work Institute).

At Pepperdine, supervisors are managers, leaders, and mentors. Our faith mission calls us to supervise our teams well for reasons far beyond good business practices. We take seriously our responsibility for the well-being of our colleagues—personally, professionally, and spiritually. This has always been true, though perhaps acutely felt during recent tumultuous and uncertain times.

Over this next year, Human Resources will send all supervisors simple, targeted monthly challenges to help keep top of mind our role in shaping the Pepperdine culture, promoting the mission, and enriching the lives of our colleagues. Thank you for the many ways you manage, lead, and mentor your team in support of the University's mission.

ACT IN AUGUST

Learn how you can better support your employees.

1 Articulate your commitment to supporting your team members in their work.

Though your team may already know you want to support them, regularly articulating this desire is powerful. Doing so reminds your direct reports and larger team that, in your role as a supervisor, you are a resource to guide, support, and otherwise help them be successful in their role.

2 Ask employees what part of your supervision works well.

Perhaps your employees appreciate your availability to answer their questions or your guidance on how to handle disgruntled constituents. It is invaluable to know what employees find helpful so you can intentionally support them further in these ways, as well as remind them of that intention. Even if you think you know the answer, employees will appreciate the opportunity to be asked and share their opinion.

3 Ask your employees how you can better support them.

While you might be able to identify many ways you support your team, employees may continue to have unmet needs. By asking employees how you can better support them, you will learn what issues and problems they encounter. Your experience and discretion will help identify solutions or change their perspective on challenges they face.