

# MANAGERS

## WAS IT SOMETHING I DIDN'T SAY?

You've heard of quiet quitting.  
Managers – there's a new buzz word  
– and you're not going to like it.



# ARE YOUR MANAGERS QUIETLY FIRING YOUR EMPLOYEES?

**You've probably heard the phrase before that 'employees don't leave their companies, they leave their managers', which is not surprising when research has found 70% of the variance in team engagement is determined solely by the manager.** ([Gallup, 2022](#))

In 2022 we had the term 'quiet quitters' as the latest buzz word for employees not going above and beyond their job description – a group of people not engaged at work, doing the bare minimum and psychologically detached from their job. It's been claimed that a cause of 'quiet quitters' has a lot to do with 'quite firing' – a term we expect to see more of in 2023.

“Quiet firing describes how managers fail to adequately provide coaching, support and career development to an employee, which results in pushing the employee out of an organisation.” ([Gallup, 2022](#))

This can be intentional; managers who turn a blind eye to negative employee experiences, with the aim to get them to leave without having to face tricky performance conversations. Or inadvertent; managers with good intentions that lack key management skills such as supporting goal progress, development and recognition.

Successful management is all about frequent, consistent and meaningful communication and recognition, that connects what employees do (purpose) to the bigger picture (sense of meaning). Frequent employee-manager conversations about responsibilities, progress and company updates build trust, trust builds engagement and engagement yields productivity ([Forbes, 2016](#)), whether that's in-person or via a video call.

It's important to note how the pandemic and remote working put additional strains on managers, many of which are feeling more burned out at work than the individual contributors they lead ([Gallup, 2022](#)). Managers need to take care of their own engagement to avoid becoming quiet quitters themselves.

If your managers can't bring their best to their teams, and don't have the knowledge about their role in communicating or being effective managers, they are likely to be responsible for quietly firing their teams even more.

Are your managers fatigued? Do they know the value of providing a great employee experience? Do they communicate with their teams and cascade information? Are they getting the support they need? Do they create opportunities for two-way candid communication with their team about their performance, development and recognition?

There's no more time for using the pandemic and hybrid working as an excuse for poor management. It's time to recognise the importance of managers as communicators - just as a bad manager can ruin a good job, a great manager can make a good job even better.



# DID YOU KNOW...?



Employees who have at least one meaningful conversation each week with their manager are nearly

**4x**

as likely to be engaged at work.

(Gallup, 2022)

**48% & 53%**  
of employees of managers

report that they're already burnt out at work, so prioritisation must go beyond simply reordering an overflowing to-do list.

Leaders need to create clarity and purpose for their people, aligning work with the company mission and team goals.



**81%**  
of employees

say it's important that their managers help them prioritise their workload, but less than a third (31%) say their managers have ever given clear guidance during one-on-ones (Microsoft 2022)



According to nearly all business decision makers (96%) and employees (95%), effective communication is among the most critical skills they'll need in the year ahead. And communication will need to be authentic, not just informative.

Employees list **authenticity** as the **#1 quality** a manager can have in supporting them to do their best work (85%) (Microsoft 2022)

**22%**

Only 22% of employees strongly agree that their manager continually helps them clarify work priorities, whereas nearly twice as many managers (43%) believe that they are actively helping employees set priorities (Gallup, 2022)

The % of hybrid and fully remote employees under the age of 35 who strongly agree someone encourages their development at work dropped by 12 % points from 2019 to 2022 (Gallup, 2022)

**12%**

# DID YOU KNOW...?

“ Exceptional performance is ultimately fuelled by employees who are **motivated to take ownership** of their work. This means they have a say in their goals – goals that make sense to them – and know why these goals matter to their development, their organisation and the world. They also embrace the ability to adjust their goals to better reflect their most important work.

(Gallup, 2022)



Employees who report having clarity about their work priorities are

**3.95x** as likely to say they plan to stay at the company for at least two years

**7.1x** as likely to say they rarely think about looking for a new job

**4.5x** as likely to say they're happy at their current company  
(Microsoft 2022)



Traditional performance management didn't work pre-Covid – only about

**2 in 10**

employees strongly agreed that their performance was managed in a way that motivated them to do outstanding work.  
(Gallup, 2022)

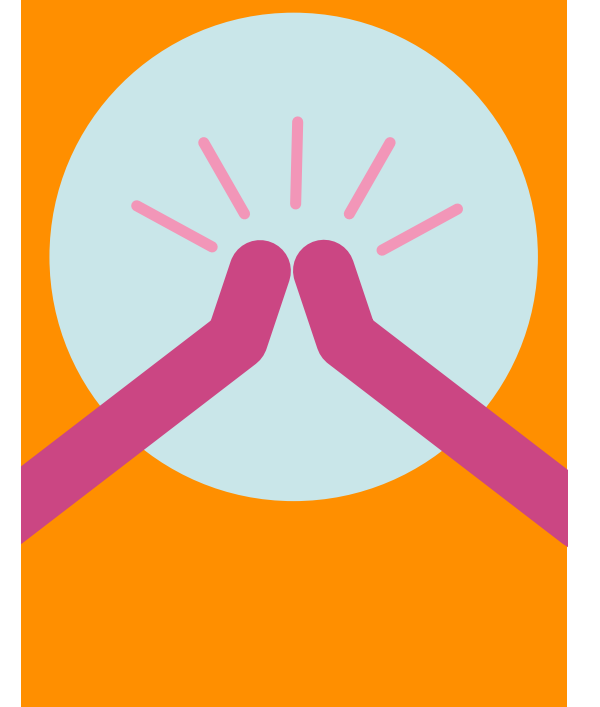
Employees who strongly agree that they have received meaningful feedback in the last week are

**4x**

as likely to be engaged at work.  
(Gallup, 2022)



Up to 55 % of employee engagement is driven by **non-financial recognition** – which serves as the biggest driver of employee experience  
(McKinsey, 2022)



Only 26% of employees strongly agree that they receive similar amounts of recognition as other team members with similar performance levels.

(Gallup, 2022)



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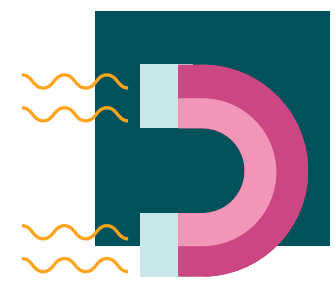
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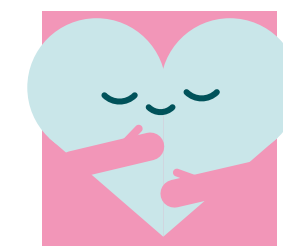
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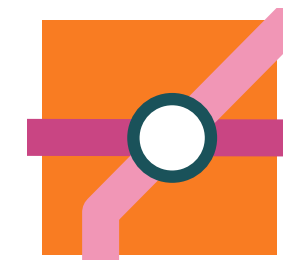
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