

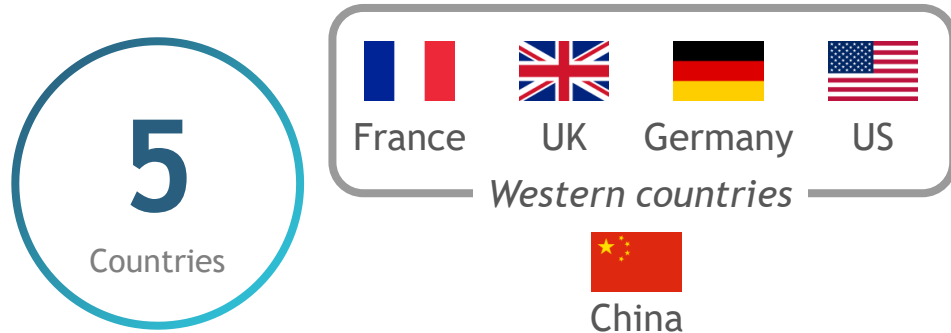


BCG - IPSOS study

The end of management as we know it?

Could agile can be an antidote to this existential crisis?

Methodological notice



30% managers (1,500)

- In companies of 200 employees or more,
- Not members of the company's ExCom,
- Managed by a manager who is not a member of the company's ExCom,
- Managing at least 5 people

70% people managed (3,500)

- In companies of 200 employees or more



Sample representative of the managers and managed population, in terms of:

- Age
- Gender
- Number of employees in company
- Business sector (services, industry, retail, etc.)



Online via Ipsos Access Panel from June 14th to July 9th



This report was prepared in compliance with the international standard ISO 20252 on "Market, opinion and social research"

Key insights

Management, as we know it, is at a breaking point
- the managers' motivation is fading away

For the next generation, becoming a manager is no longer an aspiration

Long-needed change is expected by the managers, but they will need guidance to change

Some companies have found guidance in the agile methodology

These companies redefined how managers act, and adapted their career, learning & development journeys

81%

of managers say the job is harder than in recent years

9%

of managed employees aspire to become a manager in the next 5 to 10 years

37%

of managers think their management level will have disappeared within 5 years

Management, as we know it, is at a breaking point

81% of managers say the job is harder than in recent years

They feel...

... more overworked



71%

 = 79%

... more stressed



69%

 = 74%

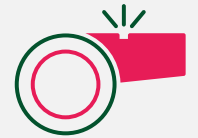
... less supported



54%


 = 64%

Motivation is fading away




48% of managers feel less motivated than in recent years

59% In France 

52% In UK 

Model is no longer sustainable, next generation is not willing to live with it

Only **37%** of managers wish **to remain a manager**
in 5-10 years

Only
41% believe the job has greater
advantage than disadvantages  = 32%


For **1 out of 2** UK and US managers, it is just a necessary step to progress
within the company and earn a higher salary

Management position is **no longer an aspiration**

9% of managed employees aspire to become a
manager in the next 5-10 years

*vs. **41%** who would prefer to become experts,
work for them selves or transfer to a new country
or role*

35% of managed employees do not find the
position appealing at all

 = 43%

The good news is that change is expected - the bad, that managers are in need of guidance to change

Managers expect big changes in their role

66% of managers think their duties will have significantly changed within 5 years

1/3 even think their management level will have disappeared

But they don't know where to start

When asked what would help...

63% ask for a clarification of the role they are expected to fulfill (top #2 response)

Good intentions but little action ... potentially due to poor L&D offering

71% think they need to develop their skills in terms of new technology or new ways of working

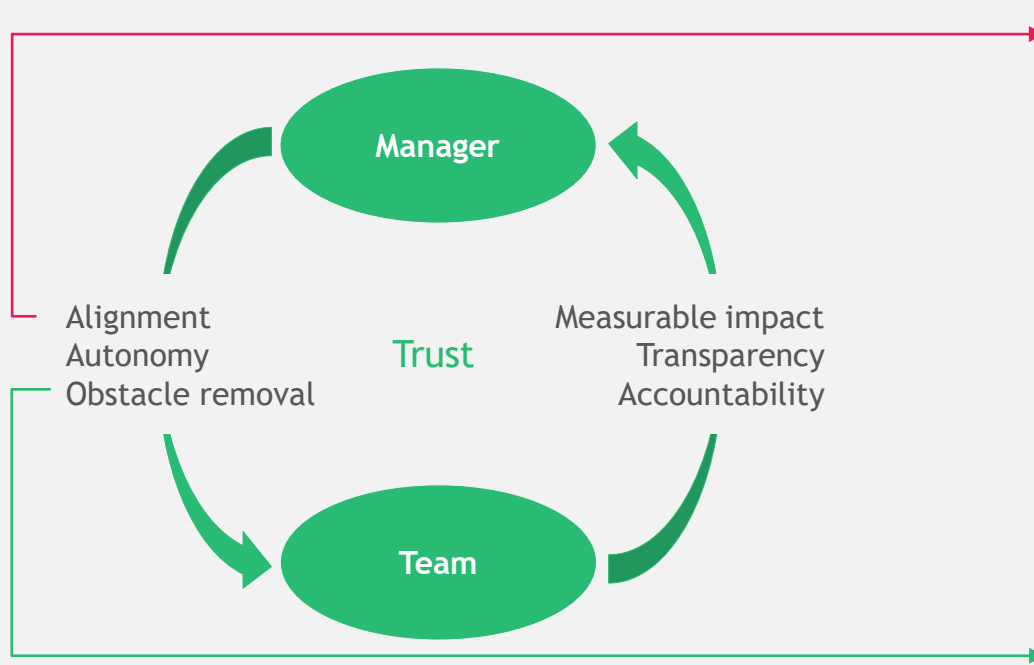


<50% do train themselves on technical skills, new ways of working or receive coaching

Some companies have found this guidance in agile - its principles resonate well with emerging aspirations

Agile reshapes the manager / team relationship...

... and resonates well with pain points & aspirations highlighted by the survey



#1 dissatisfaction for managers
Having to **implement decisions** that you don't always agree with

#1 satisfaction for managers
Help teams to **progress / develop their skills**

Definition of ideal manager

- #1 Helps teams develop their skills, gives them **feedback**
- #2 Eliminates **obstacles**, acts as facilitator

Shifting to agile is a full fledge transformation requiring change at individual and company level

Managers need to rethink their day to day routines & behaviors

Eg, 2 questions agile leaders should ask themselves every morning...



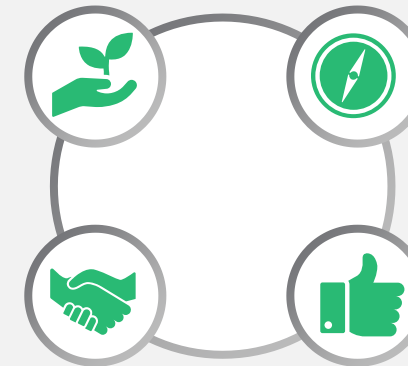
... driving new day to day behaviors

- I deliberately set an explicit vision
 - I let team decisions happen, and remove obstacles when asked
 - I show transparency and expect it back from the team
 - Etc.
-
- I make the KPIs visible to all
 - I clarify accountability on progress
 - I organize team retrospectives
 - Etc.

Companies need to reshape their career paths, including learning & development journey

Personalizing each professional journey

Offering attractive paths besides management, e.g. expert path



Coaching for all, e.g. organizing coaching between peers

Building a culture of recognition, e.g. on-the-spot praise or bonus



At stake for companies: winning the war for talent & unlocking productivity

Agenda

Management is at a breaking point

Model is no longer sustainable nor sought for

Change is coming, employees and managers are longing for a new type of leadership & ways of working

Need to proactively support the shift as managers are lost in transition

Lessons to be learnt from companies adopting new ways of working such as agile



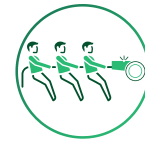


Management is at a breaking point

80% of managers and employees consider "management" is harder than before



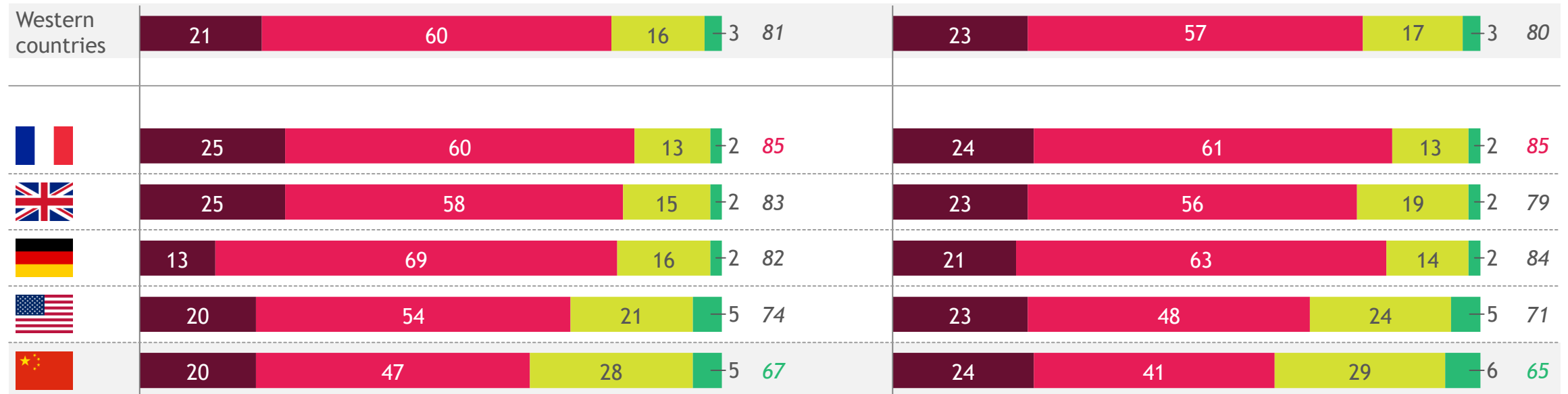
Managers



Managed

% "harder"

% "harder"



Much harder
 A little harder
 A little easier
 Much easier

Question: "Based on your own personal experience and from what you have already seen, do you think that, compared to recent years, it is much harder, a little harder, a little easier or much easier to be a manager in your company?" (in %)

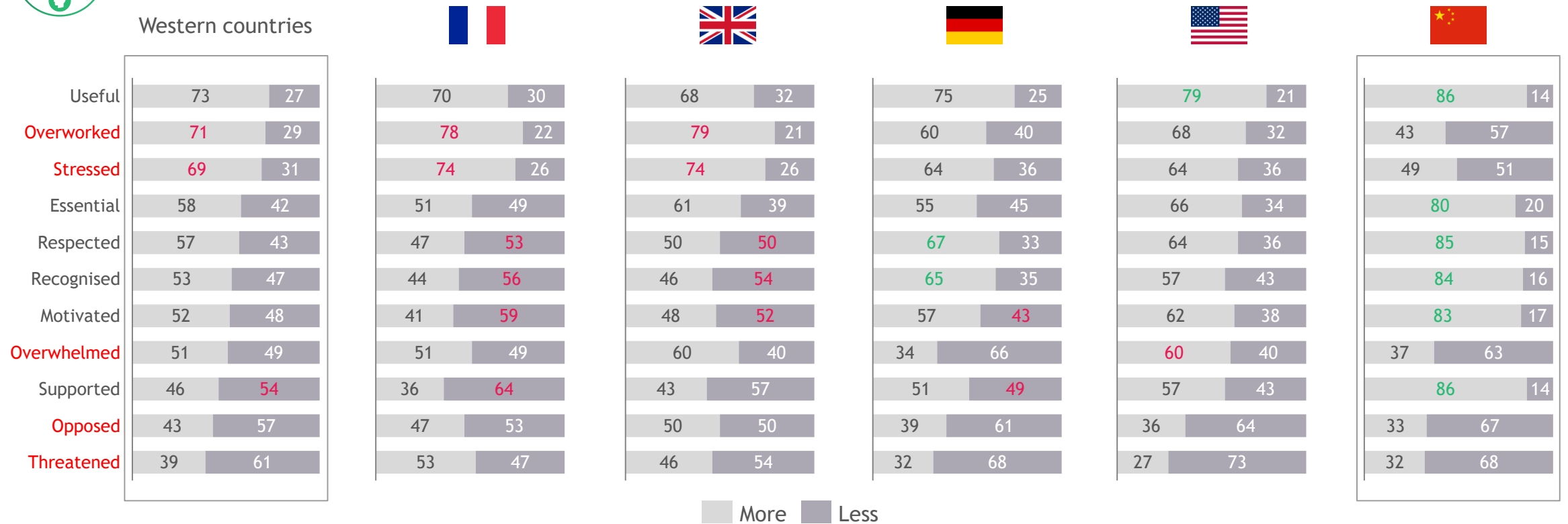
Managers feel more stressed, overworked and less supported

French & UK managers most negatively impacted while Chinese managers are overall positive



Managers

Western countries

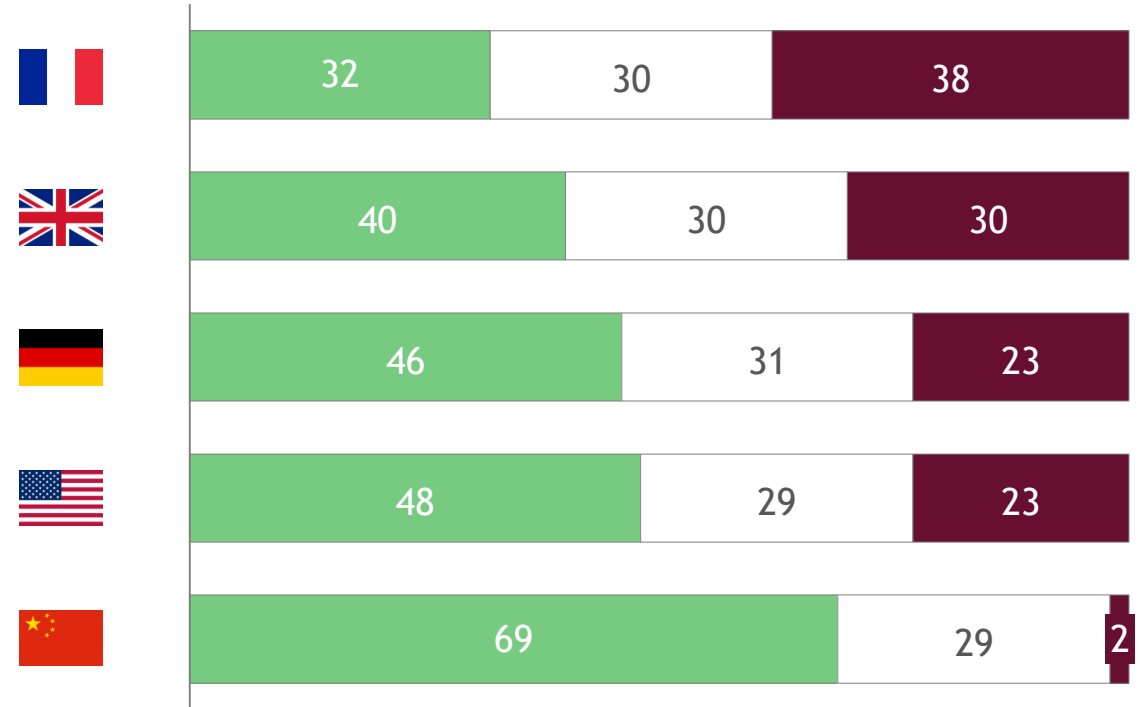
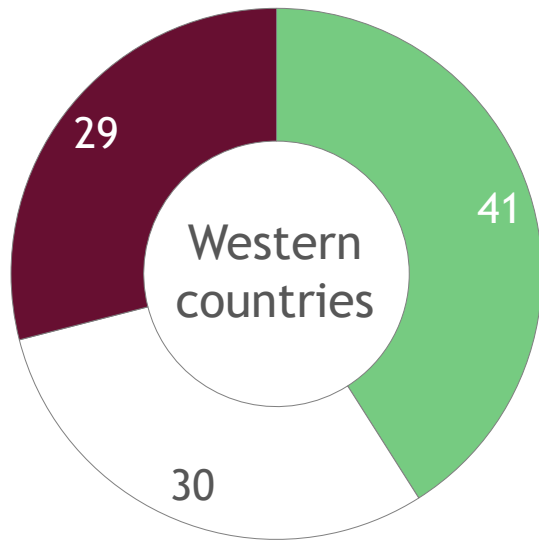


Question: “Compared to several years ago, do you feel more or less...” (in %)

Only 41% think the role advantages outnumber its disadvantages



Managers (%)



■ More advantages than disadvantages
 As many advantages as disadvantages
 ■ More disadvantages than advantages

Question: "All things considered, would you say that becoming a manager has..." (in %)








Model is no longer sustainable nor sought for

Alternative career progression models are becoming more attractive

Only 37% of managers wish to remain manager. China is a notable exception



Managers

	Western countries					
To have stayed in your current position or an equivalent position*	20	18	15	28	17	13
To be working for yourself	18	10	22	12	31	13
To have taken up a position as an expert without managerial responsibilities	17	20	21	12	16	10
To have stopped working	17	20	15	28	5	1
To be managing a larger team*	17	17	18	12	21	57
To have accepted a transfer to an international position or a role with which you are unfamiliar	11	15	9	8	10	6
*Sub-total: remain a manager	37	35	33	40	38	70






Question: "If you could choose what you will be doing in 5 or 10 years, would you prefer?" (in %)

Next generation no longer sees management as the next role to long for

Only 9% aspire to become manager in 5-10 y., ranking far behind expert career or entrepreneurship



Managed

	Western countries					
To have stopped working	28	28	28	37	17	4
To have stayed in your current position or an equivalent position	24	26	20	31	20	15
To have taken up a position as an expert without managerial responsibilities	17	20	16	13	19	11
To be working for yourself	16	9	22	6	29	20
To be managing a larger team	9	10	9	7	10	47
To have accepted a transfer to an international position or a role with which you are unfamiliar	6	7	5	6	5	3

Question: "If you could choose what you will be doing in 5 or 10 years, would you prefer?" (in %)



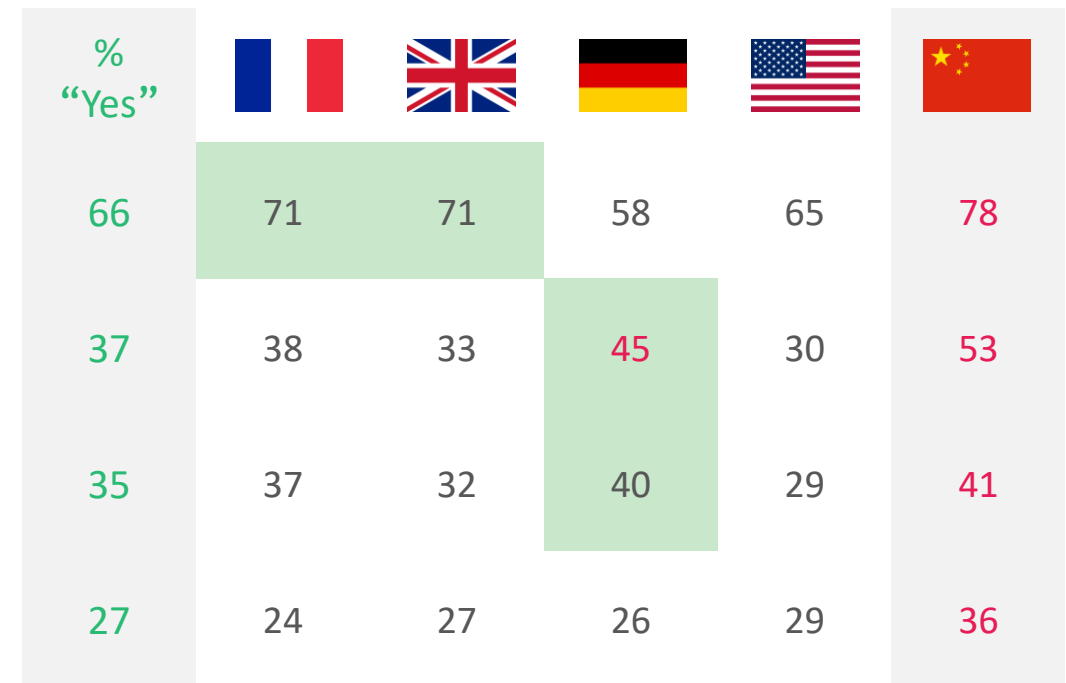
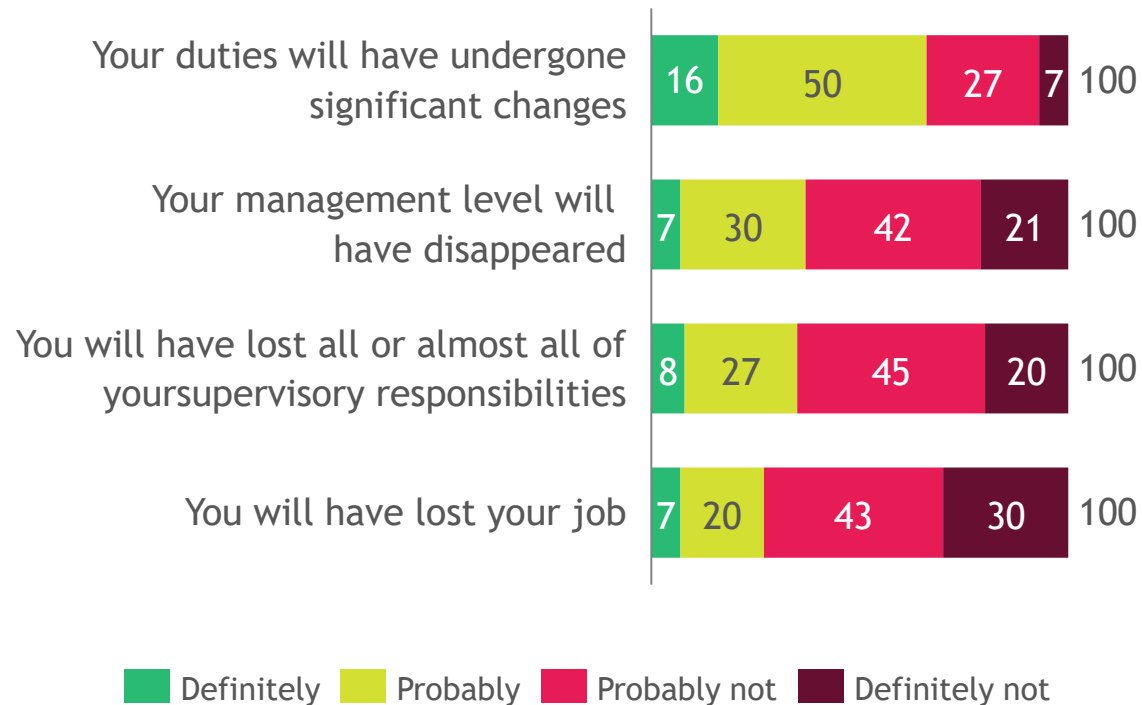
Change is coming, employees and managers are
longing for a new type of leadership & ways of working

2/3 of managers believe their role will be deeply impacted in coming years

4 out of 5 in China where managers see limited future for their role



Managers



Question: "In light of the technological and/or structural developments taking place at your company, do you think that it is possible that within 5 years..." (in %)

Most see opportunities in the nature of change ahead (digital, new tech, gen Z)

Still 1 out of 4 minimize the impact of these key trends on their company



Managers

Western countries








Question: “Do you think that each of the following currently represents more of a threat or more of an opportunity for managers at your level?” (in %)

For teams, the ideal manager is a team developers and an obstacle removers

In Germany and China, definition of the ideal manager remains closer to traditional model



Managed

	Western countries					
Help members of their team to develop their skills, give them feedback	50	42	60	40	58	36
Eliminate obstacles that are preventing teams from moving forward; be a facilitator	44	44	42	47	44	46
Set clear goals that are achievable for everyone	44	44	49	35	49	34
Make decisions	44	40	39	59	37	32
Create meaning and motivate teams	43	60	42	34	37	21
Support/explain management decisions and create links with other departments	29	31	29	31	26	53
Delegate	18	16	15	22	19	17
Assess and evaluate work	16	16	14	18	18	28
Manage their entity's financial and administrative aspects and communicate about them	11	7	9	15	12	32

Question: “What do you think is the most important thing a good manager should be able to do? Select up to 3” (Total, in %)

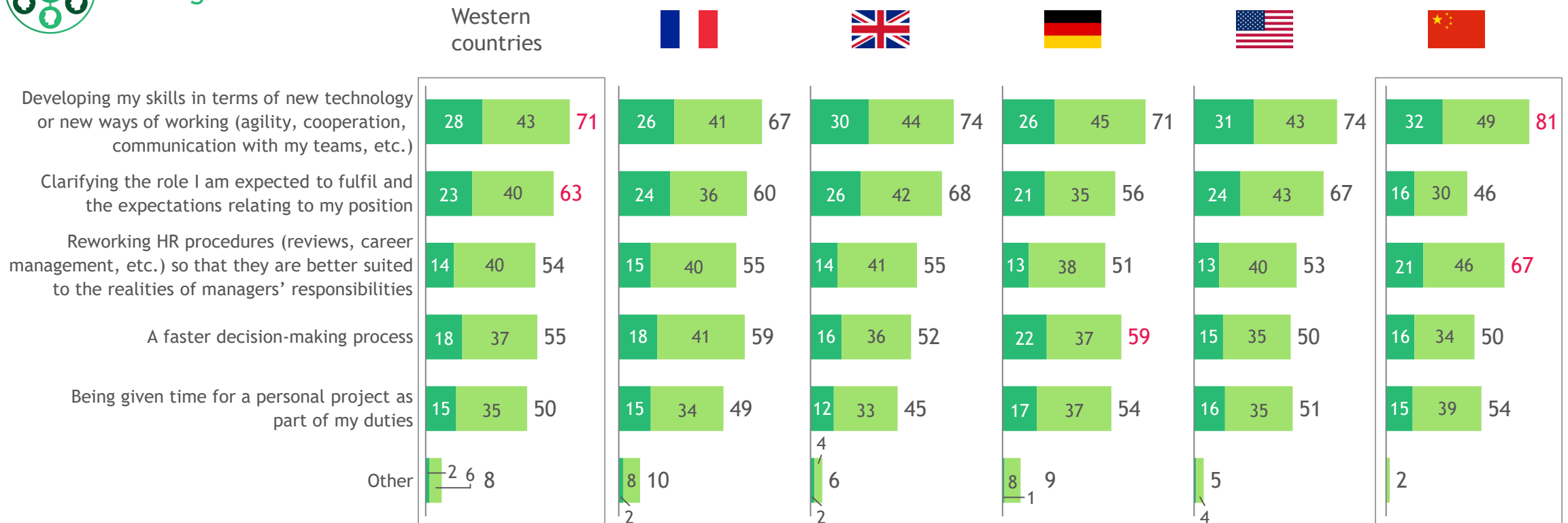


Need to proactively support the shift as managers are lost in transition

When looking for support, managers first ask for upskilling and a clarification of their role...



Managers



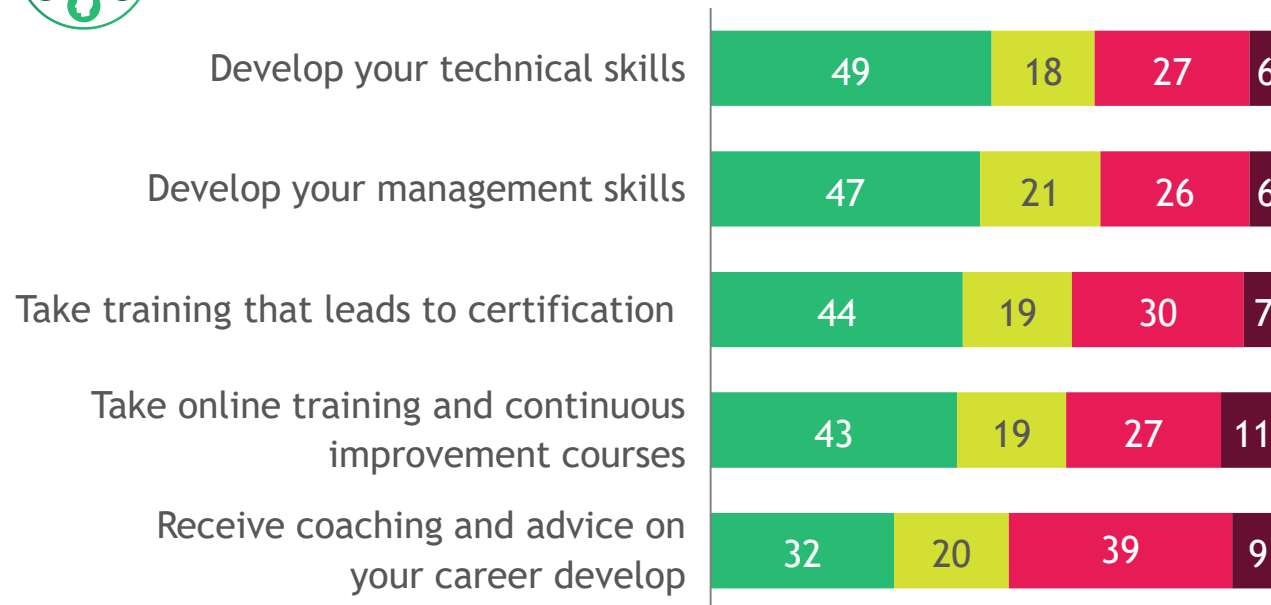
Question: "What would help you to become a better manager in the future?" (First/Total, in %) - Three possible answer

Selected as first answer
Selected, but not first

... yet most managers do not take the necessary steps to get required skill development



Managers



■ Yes, and I do so ■ No, but I would like to do so
■ Yes, but I do not do so ■ No, and I would not like to do so

“Yes and I do so” (%)

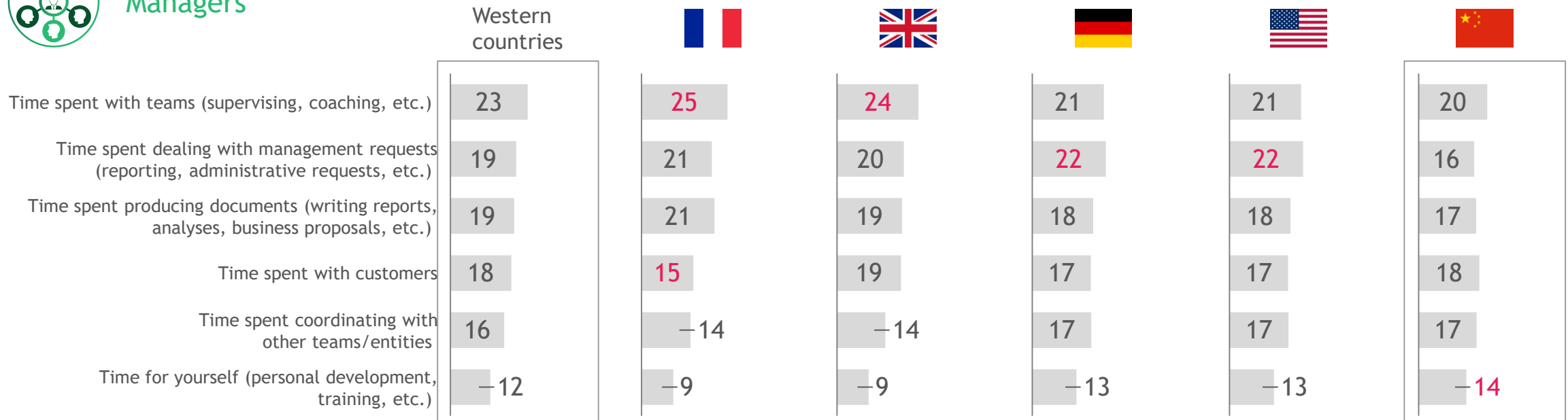
	France	UK	Germany	USA	China
Develop your technical skills	48	44	45	57	73
Develop your management skills	33	43	52	61	72
Take training that leads to certification	30	40	56	52	64
Take online training and continuous improvement courses	31	50	37	54	59
Receive coaching and advice on your career development	17	34	33	47	66

Question: “In terms of training, are you encouraged to...?” (in %)

Managers currently spend very limited time with customers or developing themselves... >1/3 of their time spent on reporting and cross-silo coordination



Managers



When asked how they would ideally like to spend their time, managers only marginally move the needle (reallocating <4h in their work week) highlighting lack of clarity on where they should focus more

Question: “Currently, in a typical week, what percentage of your time do you devote to managing each of the following?” (mean %)

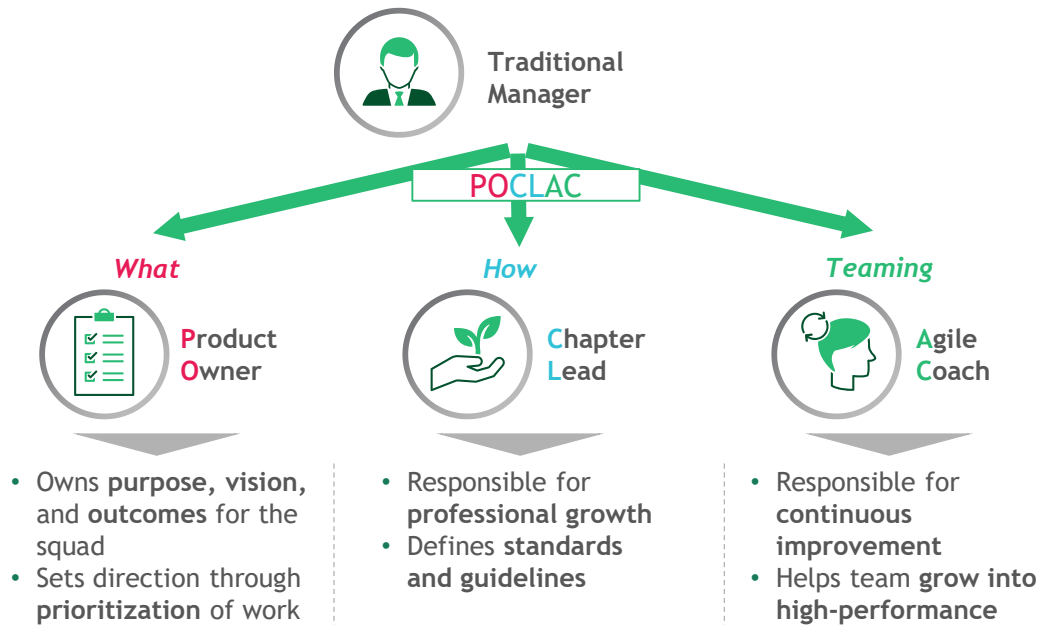


Lessons to be learnt from companies
adopting new ways of working such as agile

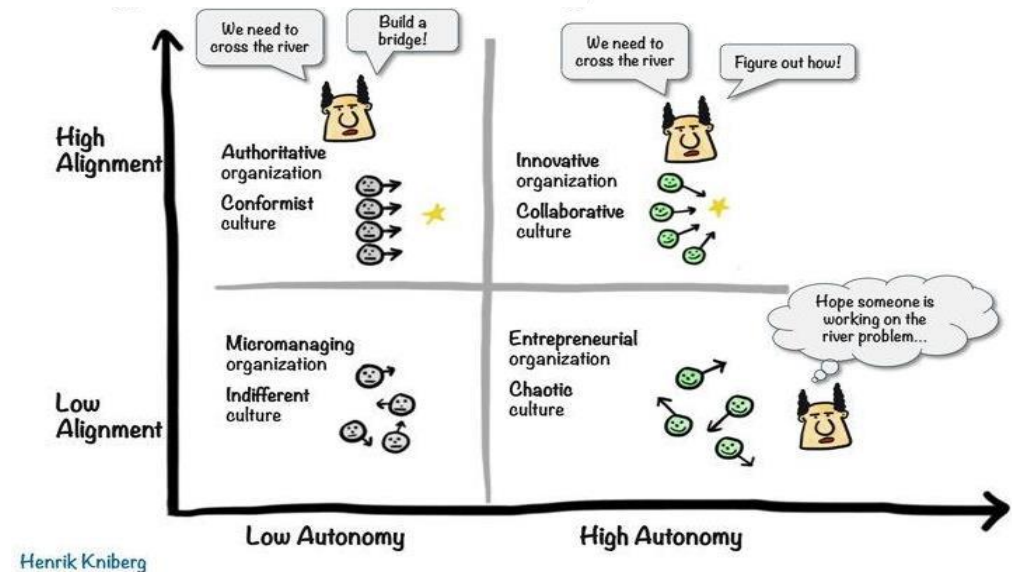
Leading companies are adopting new ways of working and addressing some of the key concerns raised in the survey

E.g., agile deeply reshapes concept of management

Agile splits the middle manager duties into 3 complementary roles





Agile emphasizes the senior leader's focus on building alignment and trust as a prerequisite to team autonomy



Role of leadership fostered through agile and new ways of working resonates well with the "ideal manager" described by the survey


The top 5 abilities of the ideal manager, according to the managed employees surveyed...

 #1 Help members of their team to develop their skills, give them feedback

 #2 Eliminate obstacles that are preventing teams from moving forward; be a facilitator

 #3 Set clear goals that are achievable for everyone


 #4 Make decisions


 #5 Create meaning and motivate teams


Question: "What do you think is the most important thing a good manager should be able to do? Select up to 3" (Total, In %)


... are hardwired into the definition of the Agile leaders roles


 **Chapter Leads** ensures proper focus on skills development

 **Chapter Leads** secures and improves a "how" that works without obstacles

 **Product Owner** sets vision & goals, empowers team to deliver on them

 **Product Owner** "owns" product, and therefore makes product decisions

 **Product Owner** "owns" business impact, thus highlights meaning to team members

 **Agile Coach** ensures team is at its optimum motivation level

Beyond reinventing the role, companies will need to reinvent the manager experience: professional journeys, learning, behaviors, recognition, etc.

Tailoring each professional journey

Determining each individual's optimal professional journey, freely composed from illustrative typical career paths



Danone offers personalized, non-vertical, international career paths

Offering journeys besides management

Allowing individuals to progress without necessarily becoming a manager



Large engineering companies have made the expert or design authority career track an attractive alternative to leading teams

Building a culture of recognition

Designing a reward & recognition model which serves your business objectives



To retain employees and driver performance, Google employees can receive peer and on-the-spot bonuses, discretionary teams recognition, Kudos recognition, and other awards

Coaching for all via peer coaching

Having employees select a coach among peers, other colleagues or dedicated coaches, for career and learning advice

European healthcare company

To guide employees through their tailored career paths, a European healthcare company proposed to devote 20% of their time to coaching and getting coached

Shaping managers behaviors

Instating a new managers' culture by deploying specific routines aimed at "walking the talk"

European automobile OEM

To enable its move to agile, a European automobile OEM has launched a culture-shaping program deploying 6 routines inspired from agile practices

Sample statistics



Managers

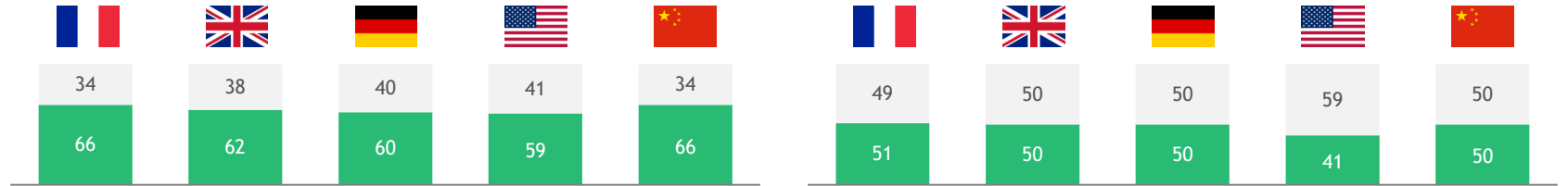


Managed

Demographics

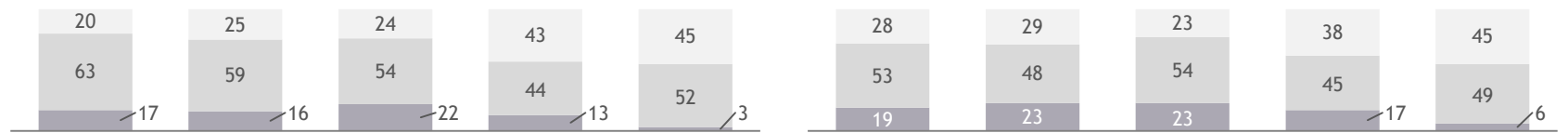
Per gender (%)

- Women
- Men



Per age (%)

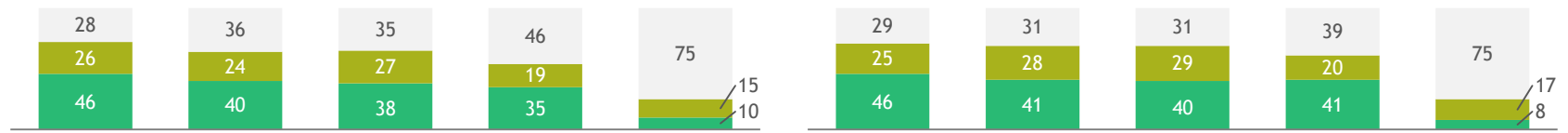
- 35 or less
- 35 to 54
- 55 or more



Distribution per type of companies

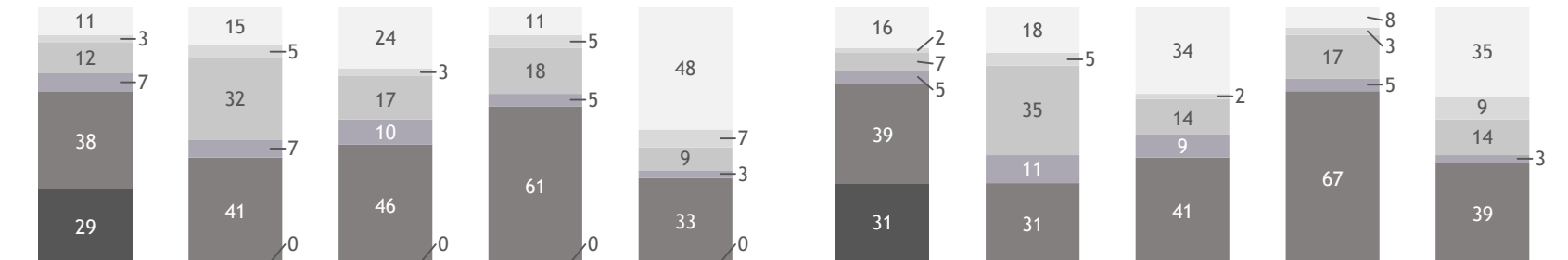
Per number of employees that the company has in the country (%)

- Less than 1000
- 1000 to 5000
- 5000 or more



Per business sector (%)

- Industry
- Building/public works
- Retail/distribution
- Transport
- Services
- Other



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