



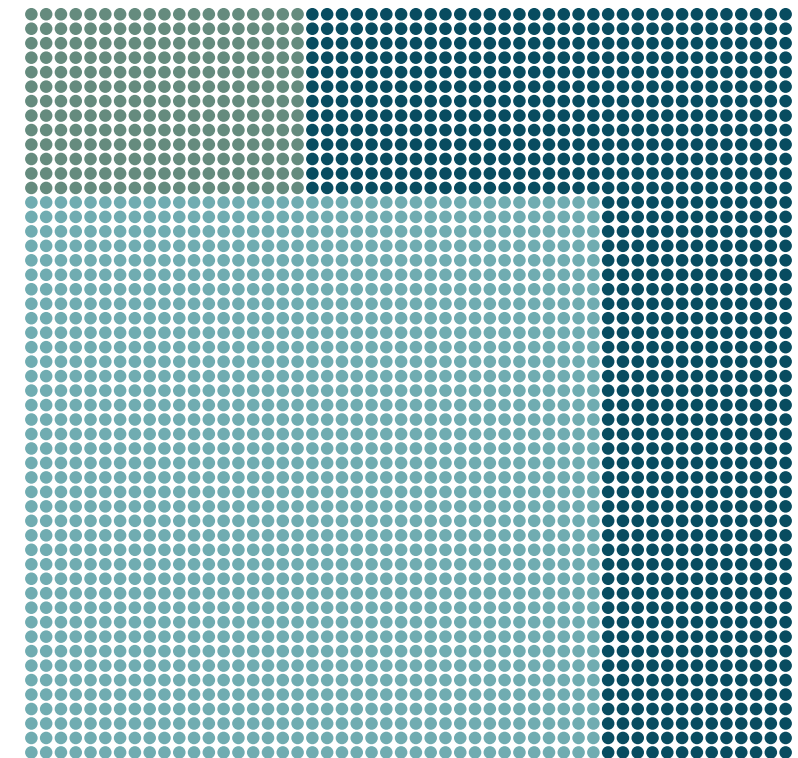
Switzerland  
leads?!

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## Switzerland leads?! A study on leadership values, roles and effectiveness

A total of 2,687 people took part in the survey:  
1,497 employees with no managerial responsibility, 935 managers and  
255 HR experts from Switzerland, straddling all sectors.<sup>1</sup>



● HR experts  
● Managers  
● Employees

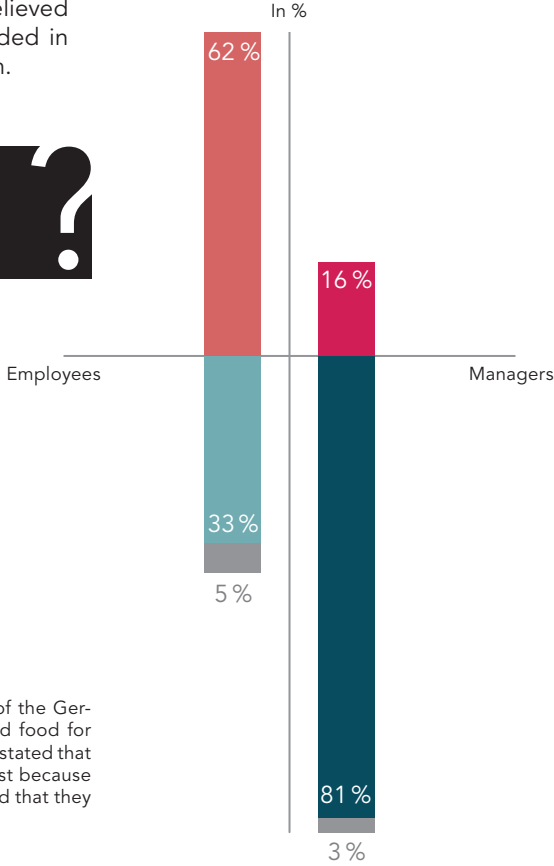
<sup>1</sup> The survey was conducted from March 2014 to the end of June 2014 with the questions being asked in German, French and English. Approximately 94 % of the survey participants were from German-speaking Switzerland.

# Quitting a job because of the boss

62 % of the employees surveyed had handed in their notice in the past because of a manager. This percentage applies to nearly all sectors<sup>2</sup>. Whilst the figure for mechanical engineering, at 60 %, is slightly below average, the equivalent percentage for the banking sector is 63 %. In terms of the public sector, the influence of leaders is even greater, with 67 % of employees stating that they had quit a job in the past because of a manager. In terms of how the managers themselves view the situation: Only 16 % of managers believed that a member of staff had handed in his or her notice because of them.

Have you ever handed in your notice because of a manager?  
Have any of your employees ever handed in their notice because of you?

- Yes
- No
- n/a



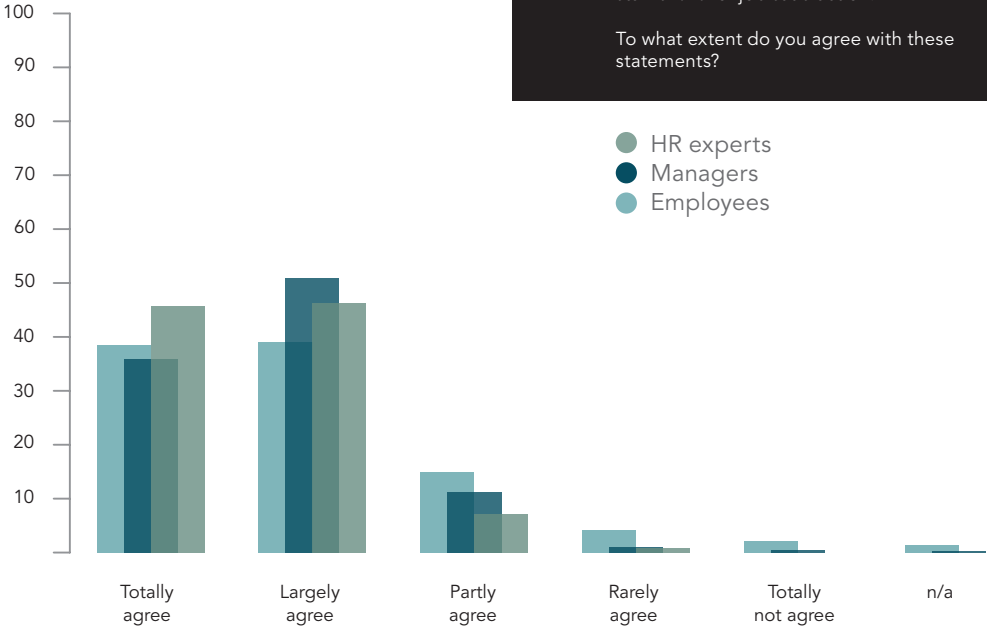
<sup>2</sup> A similar question asked in the context of the Germany leads?! study in 2013 also provided food for thought: 50 % of the employees surveyed stated that they had handed in their notice in the past because of a manager, while a further 20 % claimed that they had been close to doing so.

# Leaders have influence

The high rate of people leaving their job makes it quite clear: Many employees are frequently unhappy with their boss. To name just a few of the knock-on effects: Vacant positions have to be filled, work remains undone, company growth stalls or even stagnates. This is why it makes sense to invest in effective leadership. The fact that leadership has a major impact on everyday working life is also backed up by further findings from the study: 78 % of the employees surveyed firmly believe that their manager has a major impact

on their levels of job satisfaction. And the figures are higher when it comes to the managers themselves: Almost 87 % believe that they have a major influence on their staff's levels of satisfaction at work. With regard to those working in HR, as many as 92 % believe there is a direct link between leadership and job satisfaction. Consequently, company managers and HR departments must work to enable managers to fulfil their roles effectively and positively.

Agreement in %



My manager has a major influence on my levels of job satisfaction.  
As as manager, I have a major influence on my staff's level of job satisfaction.  
Managers have a major influence on their staff's level of job satisfaction.

To what extent do you agree with these statements?

- HR experts
- Managers
- Employees

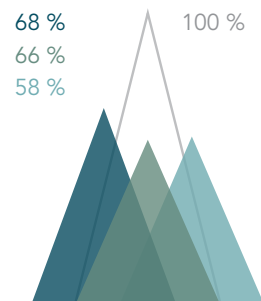
## A lack of communication and expertise among leaders

Swiss employees, HR experts and managers are agreed: Leadership will fail if managers do not communicate openly and honestly with their staff. From the employees' perspective, a lack of expertise and knowledge about the work of the team are particularly important factors, above all with regard to the support that managers can give their staff.

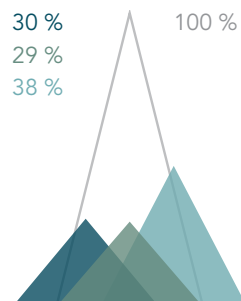
Most employees believe that they could continue to perform their tasks successfully without a manager. Only 23 % say that they are reliant on a manager in order to perform their day-to-day work. Similarly, relatively few managers – a mere 29 % – assume that the employees need their support. This figure rises to 37 % among respondents from the HR sector.

Reasons why leadership fails.

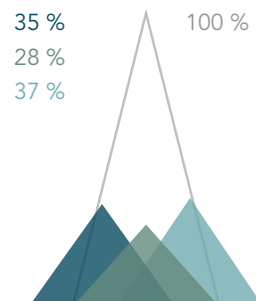
● HR experts  
● Managers  
● Employees



The manager does not communicate openly and honestly with staff



The manager is not competent and is not capable of managing staff



The manager does not know enough about the day-to-day work of the team/department

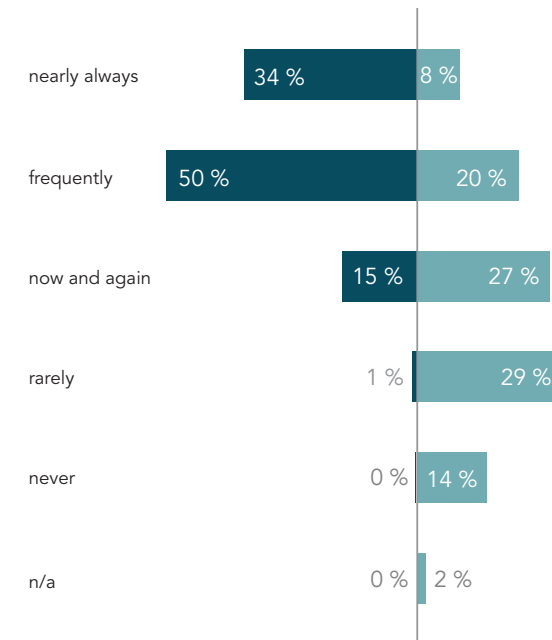
## How good am I? Leadership requires reflection!

Managers are often unaware of how their behaviour is perceived by others. The survey clearly confirms this: while 94 % of managers state that they define clear targets, only 42 % of employees share this opinion. Almost 84 % of managers believe that they provide their staff with feedback on performance, while only 28 % of employees perceive it that way. 14 % of employees actually say that they never receive feedback.

Yet the provision of qualified feedback from managers would be a way of helping to align own perception and the perception of others, not to mention a means of improving leadership as a whole.

? As a manager I regularly give my staff feedback on performance.  
My manager regularly gives me feedback on my performance.

● Managers  
● Employees

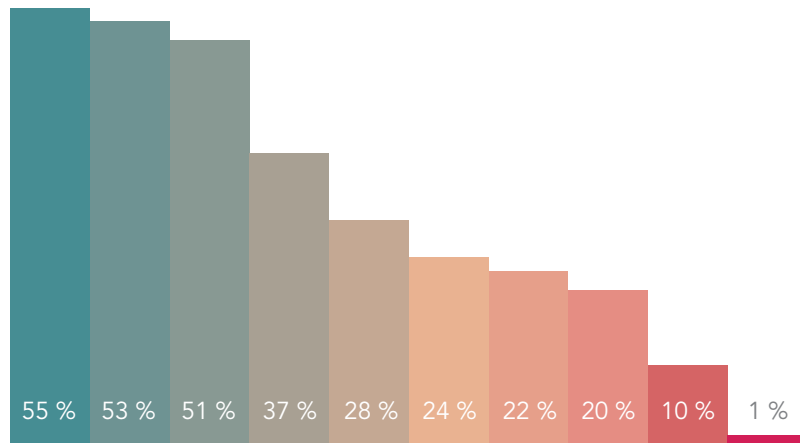


## Shared values

As far as the question about values is concerned, there is a consensus in Switzerland. „Promoting employee initiative“ „Providing guidance and direction“ and „Guaranteeing stability“ were the top three answers from all three of the groups surveyed.

What do you associate with good leadership?  
(Results from all survey groups)

- 1 Initiative
- 2 Guidance/direction
- 3 Stability
- 4 Security
- 5 Learning
- 6 Harmony
- 7 Equal opportunities
- 8 Individuality
- 9 Plurality/diversity
- 10 Elite/hierarchy



There was also far-reaching agreement on the subject of leadership tasks. The most important leadership tasks (across all of the survey groups) were deemed to be:

1. Formulating clear targets
2. Making decisions
3. Communication
4. Supporting staff

## Difficult to implement

As well as agreement on the most important values, there is also a high level of unanimity on a leader's role in Switzerland. Basically, there is a common understanding. Yet, here again – as in the case of how managers perceive themselves and how they are perceived by others – there is a further key difference between managers and employees. For their part, employees have much higher expectations of management when it comes to their own further development. In addition to expecting managers to engage in clear communication, it is also very important to them that they are supported in their career. As far as managers are concerned, however, continuing education is not a top priority.

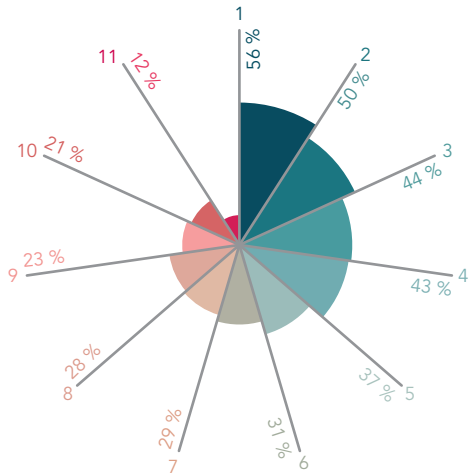
? The most important leadership tasks.  
(Results of all survey groups)



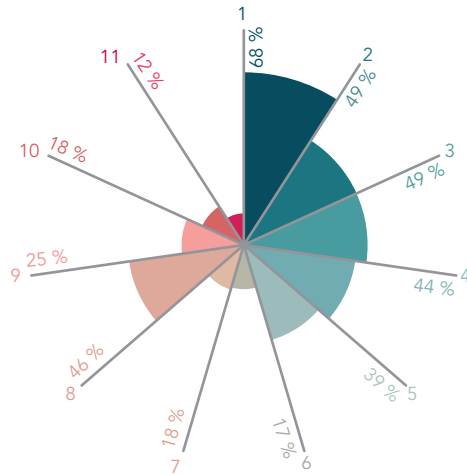
What measures help to establish good leadership?



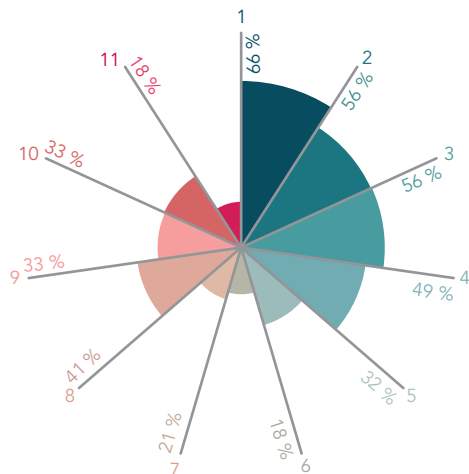
Employees



Managers



HR experts



- 1 Regular staff appraisals
- 2 Performance evaluation systems that also assess quality of leadership
- 3 Coaching for managers (external)
- 4 Seminars and training for managers (soft skills)
- 5 Team events
- 6 Regular anonymous management feedback
- 7 Anonymous employee surveys
- 8 Management by objectives
- 9 (Internal) advisory/mentoring systems between colleagues
- 10 Potential analysis during manager selection
- 11 Assessment centre for managers

## HR tools

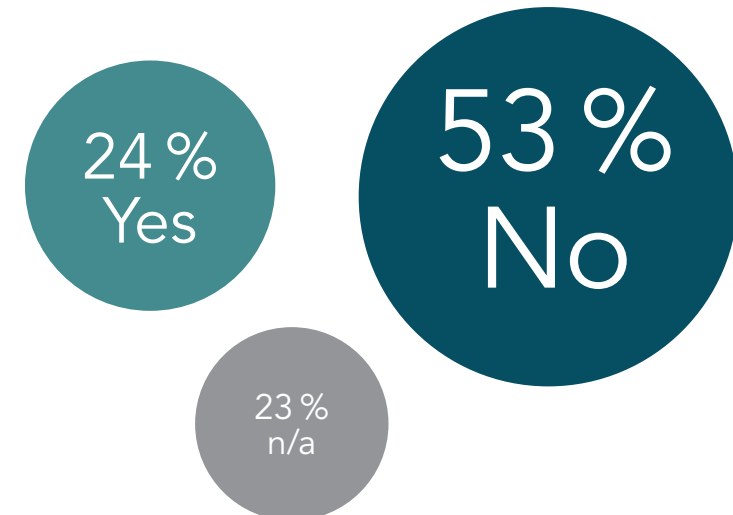
Regular staff appraisals, performance assessment systems that also evaluate leadership quality, and external coaching for managers are highly regarded by the survey respondents with regard to the assessment of management tools.

A further interesting result of the survey relating to the assessment of management tools is as follows: although social media is increasingly finding its way into everyday activities – approx. 31 % of all those surveyed say that their

company uses social networks (internally) such as Facebook, wikis, blogs etc. to share knowledge – only 24 % of respondents regard the use of social media as a management tool as sensible. Surprisingly, this view is not dependent on age. This could indicate that most of those surveyed object to the blurring of private and professional spheres or even fear that social media could be used as a monitoring tool.



Do you think it makes sense to use social media as a management tool?  
(Results from all survey groups)



## Leadership still attractive

A managerial position is associated with high expectations. But is the idea of taking on a managerial post also an attractive one? As far as managers are concerned, around 84 % say that they are happy with their role. Interestingly, only 8 % of managers believe that their employees would like to take on the managerial role for themselves.

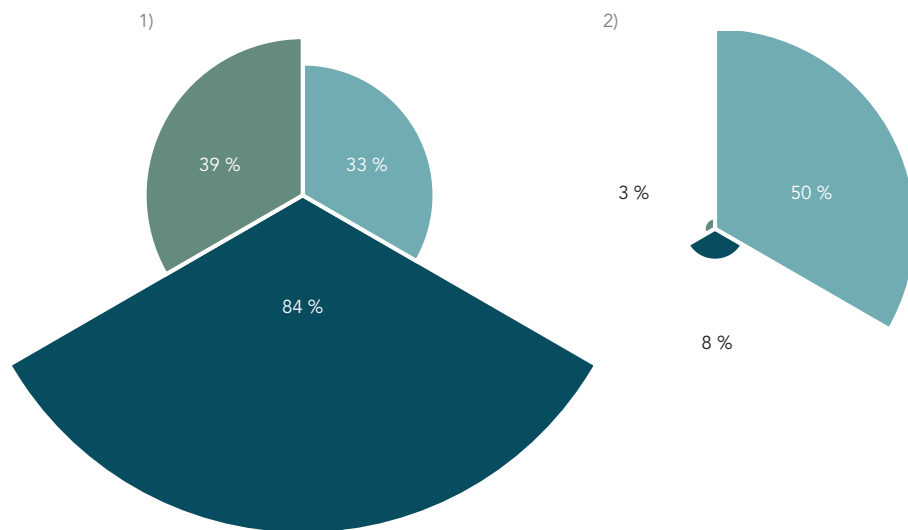
This view is most widely held in the HR sector, with a mere 3 % assuming that employees would themselves like to move in to a managerial role. Yet these respondents are wrong. Although only just under 33 % of employees are truly satisfied with their manager, the concept of leadership has lost none of its appeal to them.

The survey results show that 50 % of employees would like to be managers and just under 37 % believe that they would be better at the job than their own line manager.

1) I am satisfied with my current manager. (Employee)  
I am satisfied with my role as manager. (Manager)  
I am satisfied with the managers in my company. (HR experts)

2) Would you yourself like to be a manager? (Employee)  
Would your employees like to be managers in the future? (Manager, HR experts)

● HR experts  
● Managers  
● Employees



## The partnership between managers and staff

Although there is broad consensus among employees, HR experts and managers in Switzerland on the values that contribute to good leadership, satisfaction levels are only average. This is clear from the single fact that employees all too often quit their jobs because of their bosses.

- 1) Managers have a major impact on staff's job satisfaction and on whether they intend staying with the company.
- 2) The difference between how managers see themselves and how they are perceived by others is huge.
- 3) Leadership is all about communication. Managers who are not able to communicate openly will fail.
- 4) The lack of expertise and support from managers indicates that leadership as a concept is too often separated from the actual process of doing, and becomes an abstract concept distinct from the process of creating value.

- 5) Leadership is attractive. This is clear from the fact that more than four fifths of managers are happy in their role and that almost half of employees want to become managers.
- 6) The most important values against which a manager is measured: Promoting initiative, providing guidance and direction and guaranteeing stability. These are primarily "traditional" values that continue to resonate in Switzerland today.
- 7) The most important tasks are "Formulating clear targets", "Making decisions", "Communication" and "Supporting staff". Managers need not be charismatic individuals but they need to be competent and convincing, as they work with their staff to achieve shared goals.



## Our particular thanks go to our survey partners:

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It is a quarterly publication and, with its strong circulation figures in the business sector, reaches some 16,000 senior executives in the fields of HR, management and continuing education throughout Switzerland, in both German and French. Each issue is around 90 pages long and contains practical industry reports, interviews and information from the world of HR.

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