

CASE STUDY

Global Pharmaceutical Company Uncovers High-Performing Manager & Team Behaviors with Humanyze



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The Background

HR leadership for the largest and most profitable division of a global pharmaceutical company wanted to **further develop its people managers** in order to **support higher productivity and engagement within the business**. The department had recently doubled in size from **10 to 20,000 employees** after a strategic reorganization, which put additional pressure on its teams to perform effectively and at greater scale.

HR saw the reorganization as an opportunity to develop new, advanced programming for leadership effectiveness. These efforts would require a better understanding of **high-performing managerial behaviors** in order to **replicate their success across the organization**.

The Challenge

The organization's global HR learning and development team had made significant investments in survey tools and performance management frameworks to measure and better understand managers' effectiveness. They were struggling to identify clear patterns in their existing data from these tools that they could confidently act on at scale.

Both tools were used to measure manager effectiveness, and involved a 9-box performance grid to assess top-down performance, top talent and high-potential individuals, as well as a 180 degree feedback survey to understand bottom-up sentiment from direct reports. These insights, while meaningful, were based on exclusively subjective sources and lacked an objective view.

In an effort to complement their subjective assessments with objective, data-driven insights, they sought out Humanyze's Organizational Health solution to measure and uncover patterns specific to the department's highest-performing and highest-rated managers.

The Approach

Using the Humanyze Platform, the organization analyzed six months of historical, fully anonymous collaboration data (email, calendar, call and chat metadata) for the 20,000-person division. They included all people managers of teams with five people or more who had received recent 180 feedback scores and performance assessments.

In partnership with the HR department, Humanyze measured this collaboration data against demographic information from HR information systems. Combined with the performance assessment results, Humanyze applied its behavioral data science to interpret this data through the lens of scores, indicators, and actionable metrics associated with organizational effectiveness. They analyzed this anonymized data for key departmental groups, including:

- Top 25% vs. bottom 75% of highest-scoring managers from 180 feedback surveys
- “Top Talent” vs. “Average Talent” based on 9-box performance assessment results
- Managers in top 25% of both 9-box performance and 180 results vs. all other managers
- Employees with a direct manager from each grouping (*i.e. Has top 25% manager in both categories vs. does not*)

Since the department’s goal was to drive better employee engagement and team productivity, their primary focus was to identify correlations between the most effective managers from both subjective and objective perspectives.

For an objective lens into high-performing and highly-rated manager differentiators, the customer focused on [the following Humanyze measurement categories and indicators](#):

Category: Engagement



Support Network:

Employees’ social support network and potential sense of belonging within the organization



Work-Life:

Reveals potential employee burnout and disengagement due to higher workloads and long workdays



Exploration:

Employee exposure to colleagues who they may not depend on directly for their work, but provide access to important information and can help foster higher levels of employee trust, belonging and motivation

Category: Productivity



Alignment:

Shows the speed and quality of communication between teams and broader working groups, indicating how effectively employees use existing tools to share and obtain information outside of their core teams.



Efficiency:

How easily employees can access the information and contexts they need to do their best work, as well as how much time they have to complete that work. High efficiency is often correlated with faster delivery times with less errors.



Meeting Culture:

Shows whether teams meet effectively and efficiently. Higher meeting culture indicates a team's ability to optimize meeting size, meeting length, and use of technology to share information, problem-solve, and make decisions without wasting time and resources.

The Findings

Overall, there were very clear distinctions when comparing high-scoring and lower-scoring groups, as well as between top performers and those who received positive 180 assessments from their teams.

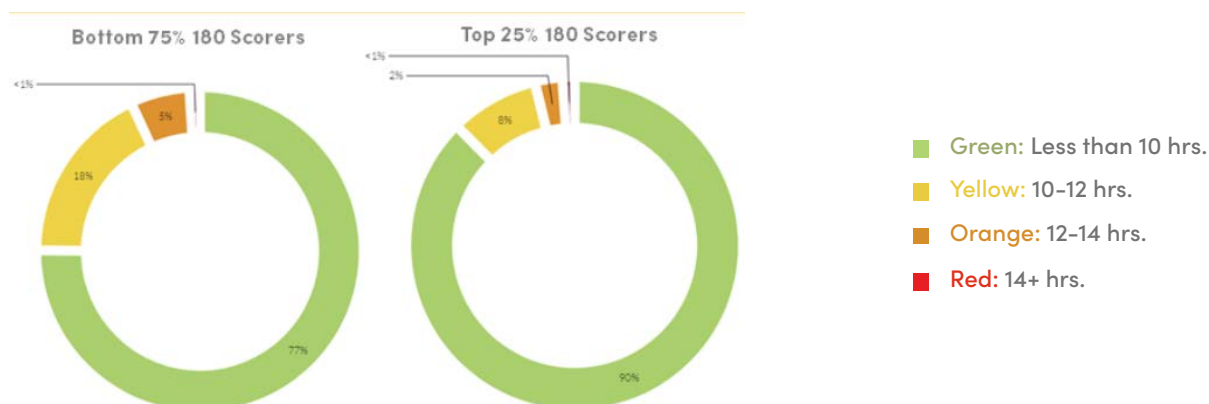
Managers with "Top Talent" performance ratings tended to have above average Exploration and Alignment scores, but were significantly lower than their peers in Efficiency and Work-Life scores. This meant that they were well-networked across the organization, with high levels of Secondary Connections and Weak Connections (metrics associated with Alignment and Exploration, respectively), but their busy schedules resulted in less time for focus work and quality time with their direct reports. This ultimately also affected their Work-Life indicator score due to having to work more on the weekends and longer workdays. These managers also had lower Meeting Culture scores, primarily due to having many longer and large meetings.

Workday Span: Top-Performing Managers vs. Other Managers



The top 25% of managers rated highly by their teams, however, had nearly opposite behaviors. They scored significantly higher in Work-Life, Efficiency, Meeting Culture, and Support Network, but much lower than their peers in Weak Connections (associated with Exploration) and Alignment. This meant that the managers who received the best team assessments were modeling a healthy work schedule and spending a higher than average amount of time with their direct reports and employees of lower seniority levels, but were not quite as networked with other leaders in the organization and with colleagues in other departments as their peers.

Workday Span: Top-Rated Managers vs. Other Managers

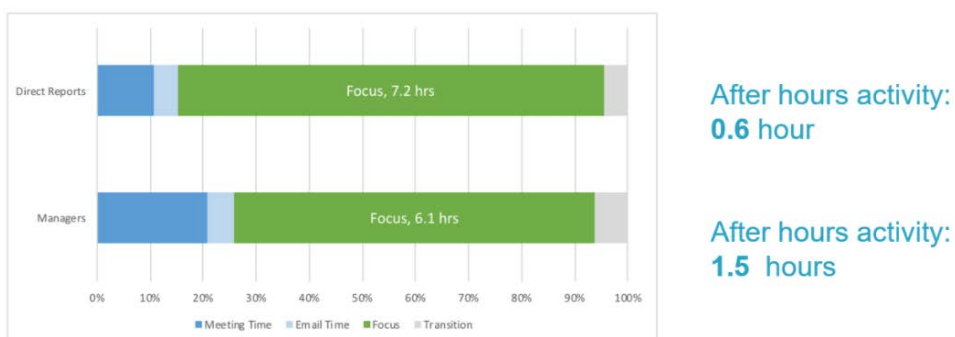


Additionally, the data showed a clear mirroring effect between manager behaviors and their team's behaviors, where employees tended to mimic the workstyles of their direct managers. For example, employees on a team with a "Top Talent" manager also exhibited a much less healthy work-life balance and had more internal connections than their peers on other teams, while teams who rated their managers very highly had strong work-life balance but little exposure to the rest of the organization.

Time Allocation & After-Hours Work for Top-Performing Managers & Their Teams



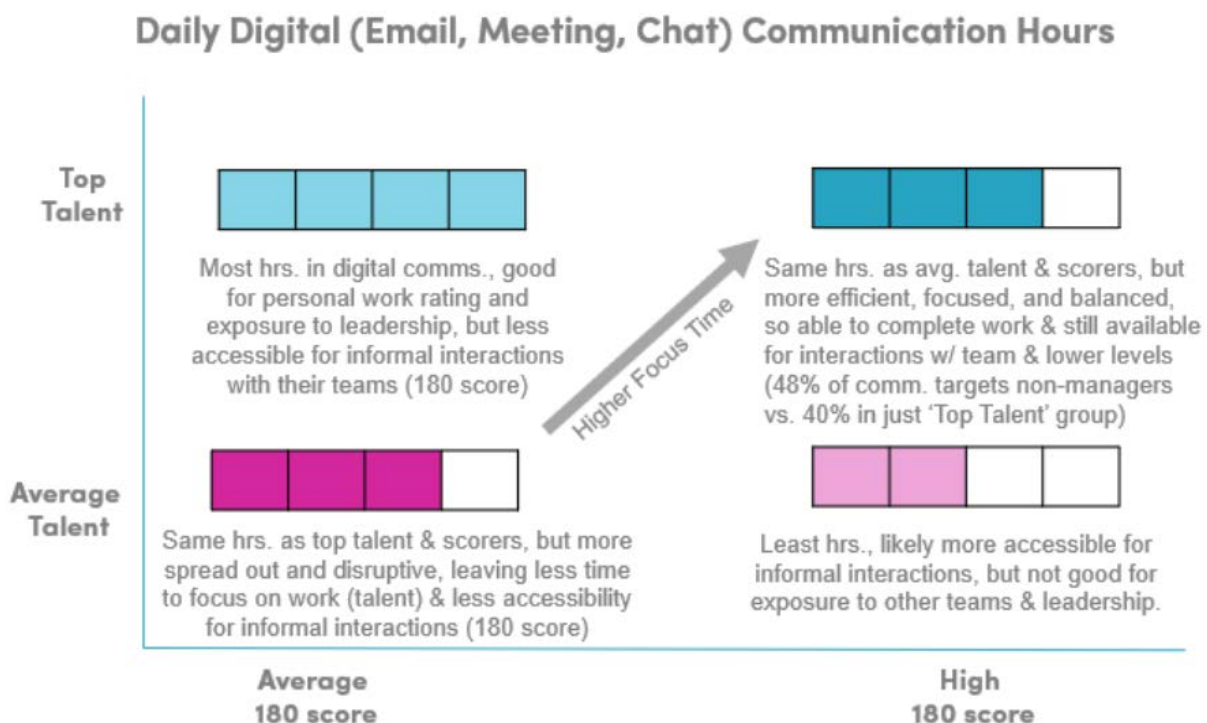
Time Allocation & After-Hours Work for Top-Rated Managers & Their Teams



If these two groups displayed opposite behaviors, what sets apart managers who were both top-performers and highly-rated?

Managers who scored highly in both top-down performance (9-box grid) and bottom-up rating (180 scoring) assessments were quite evenly balanced between the two opposing groups in the indicator and metric scores mentioned above, with one major exception. Humanyze insights revealed that managers who scored highly in both had much higher scores for the metric known as **“Focus Time Availability”**.

Focus Time Availability is a metric associated with Humanyze’s “Efficiency” indicator under the Organizational Health solution’s “Productivity” category. It represents the ratio of time employees have for uninterrupted “focus work” during the work day, outside of meetings or other digital communications. The score is higher if a team tends to schedule communications or meetings in blocks or back-to-back which leaves extended periods of time open for “focus work”, reducing frequent disruptions or the need for abrupt context-switching.



This meant that the most effective managers overall were significantly better at blocking their time for meetings, emailing, and other communications, which opened the remaining time in their day to informally support their teams, network outside their department, and accomplish their work while maintaining healthy workday lengths and a good work-life balance.

The Takeaways & Why This Matters

Though Focus Time Availability can directly impact productivity, it also has cascading impacts on the other indicators in the Organizational Health solution. Efficient collaboration creates more space in the day to focus attention on other valuable collaboration that can impact performance, such as spontaneous interactions with direct reports and time for building connections with members of other departments. These are colleagues who may not be directly relied upon for a managers' day-to-day work, but can provide valuable business contexts and knowledge-transfer that promotes creativity, team alignment, and longer-term employee engagement.

Additionally, managers who were both top-rated and top-performing had about 20 minutes per day of time in transition between activities compared to their colleagues who received average scores. While 20 minutes per day may not seem significant, when multiplied across weeks, months, and years (and considering the manager influence on team behaviors) the ability to better batch collaboration time could have a huge time and cost savings for the business if improved for other managers.

With a clear idea of what directly impacts management effectiveness, the Learning and Development team can confidently invest in developing targeted training, communications, and programming that help promote these effective practices. With these actionable and data-driven metrics, the department was able to avoid a potential waste of hours, resources, and valuable employee attention on other, less informed initiatives. Through Humanyze's passive analysis, they can also limit the need for employees to spend more time on additional surveys or manual assessments.

Now that they have a benchmark for the metrics that are most relevant for performance, the department can continue to monitor behavioral changes, keep a continuous pulse on what drives success, and confidently adjust strategies as needed along the way. Through Humanyze's passive analysis, they can limit the need for taking up more employee time with extra surveys and manual assessments.



To learn more about how you can unlock your organization's full potential with Humanyze, visit www.humanyze.com or [request a demo today](#).