UNIAPAC/"MEANING & WORK" CHAIR/HEC MONTREAL/BVA SURVEY

Summary of the Europe perimeter

Preamble: As part of a research programme on the imprint left by leaders and managers, BVA has provided an initial question-by-question interpretation. This note does not summarise everything but offers a certain perspective – the result of Edouard Lecerf's experience.

With HEC Montréal, further in-depth statistical analyses will demonstrate what comprises the imprints left by leaders and managers. That document will be presented in September and during the next Uniapac Congress at the Vatican.

The analysed results are based on a sample size of 504 respondents from three European countries (Germany, France and Portugal). An upcoming note will provide further perspectives by incorporating responses from the Philippines and Mexico. A third note will analyse the results from five countries across three continents.

Laurent Falque, ICAM "Meaning & Work" Chair Holder

Summary

20 June 2022

From communication to conversation on work and the company

By examining what imprint leaders leave through their work and what traces of them will remain within the company (in the organisation and on the men and women that make up said organisation), the survey highlights powerful obstacles and levers.

The pyramid-like nature of companies, which is useful in terms of organising activities, is reflected well beyond the hierarchical structure: there are significant discrepancies between the different levels of the organisation depending on who is considering whether a given topic is essential. This demonstrates the need to take into account certain expectations of a category of workers but also to help overcome those expectations to achieve greater collective mobilisation with regard to work and the company.

Leaders and managers ought to be aware of the imprint they leave. They will then arguably realise the importance of encouraging and taking part in discussions and conversations at all levels of the organisation, not just on the work to be done but also on the future the company seeks. This is a prerequisite for successfully connecting employees' daily routines with the company's vision, the short duration of work with the long-term nature of business strategy, and the importance of the individual with the principle of the collective.

Edouard Lecerf
Deputy Managing Director, BVA Group

Work investment levers

- The ranking of factors that could encourage respondents to invest effort in their work is certainly enlightening. For all respondents, *customer satisfaction* and the *quality of products and services* delivered far outweigh the more corporate aspects (financial success, reputation, development) or those related to CSR (environment, contribution). **Respondents therefore seem to give prominence to areas to which they feel they contribute most directly and immediately.**

Q6 : Here is a list of reasons that could encourage you to put effort into your work. How important are they to you?

	Ranking
Customer satisfaction	1
Quality of working life	2
The quality of the products or services	2
Personal or professional development	4
Social Justice	5
Moral rectitude of management practices	6
Recognition of individual contributions	7
Innovation (social, technological or organisational)	8
Protection of the environment	9
The company's financial success	10
The company's contribution to society	11
Support in accomplishing of the work	11
The company's reputation	13
The growth of the company	14
Sharing knowledge and expertise with citizens	15
Regional development	16

- Inevitably, this list varies significantly according to the age of the respondents: the top three areas favoured by the under-30s are centred on their personal development, quality of work life and the acknowledgement of individual contributions, whereas the over-50s put customer satisfaction, the quality of products and services and management practices first.

Q6: Here is a list of reasons that could encourage you to put effort in your work. How important are they to you?

		Age				Hierarchical level attachment					
	Ranking	-30 years	30-39 years	40-49 years	+50 years	The chair of the board	The CEO	the management team	middle management	Team Leader	None*
Customer satisfaction	1	6	3	1	1	1	1	1	4	2	4
Quality of working life	2	2	1	1	7	5	6	2	2	1	7
The quality of the products or services	2	5	3	3	2	4	2	3	4	3	1
Personal or professional development	4	1	2	4	7	2	3	5	3	5	13
Social Justice	5	4	3	5	4	9	4	6	4	3	7
Moral rectitude of management practices	6	8	6	5	3	5	4	4	8	11	1
Recognition of individual contributions	7	3	7	8	13	13	8	7	7	6	11
The company's financial success)	10	12	8	11	7	5	9	11	12	9	1
The company's contribution to society	11	11	9	13	11	10	12	10	9	12	4
The company's reputation	13	13	14	12	7	5	13	13	13	13	7
The growth of the company	14	15	13	13	12	2	9	14	16	16	16

- The entrepreneur or majority shareholder of the company (who is part of the Uniapac network in this survey) does not rank the efforts to be made in the same way as the managing director. The entrepreneur is visibly more oriented toward inter-related issues, leaving the company's development in the hands of management.

Q6 : Here is a list of reasons that could encourage you to put effort into your work. How important are they to you?

	Ranking	Entrepreneur or owner-shareholder of the company*	The position of general manager, as an employee*	A senior management position
Customer satisfaction	1	5	2	1
Quality of working life	2	5	8	3
The quality of the products or services	2	5	4	5
Personal or professional development	4	2	8	2
Social justice	5	9	6	5
Moral rectitude of management practices	6	1	2	4
Recognition of individual contributions	7	13	8	7
Innovation (social, technological or organisational)	8	2	14	7
Protection of the environment	9	5	12	10
The company's financial success	10	9	5	10
The company's contribution to society	11	2	6	14
Support in accomplishing the work	11	16	15	13
The company's reputation	13	9	8	12
The growth of the company	14	12	1	9
Sharing knowledge and expertise with citizens	15	13	12	15
Regional development	16	13	15	16

- To conclude on the opportunity to invest further efforts, customer satisfaction is the one point on which all management categories agree, while the company's development is cited twice

as much by the highest-ranking individuals than by those at the lowest level. **Although these two areas – customer satisfaction and company development – are directly linked in the business sphere, this link is not always made in a natural or intersectional way within the organisation.**

Conversations and behaviour

- **Organisations remain very pyramid-like** in terms of interpersonal relations: discussions with the highest positions of the organisation (CEO, managing director) and the lowest levels of the ladder are still extremely rare. For example, while 52% of those reporting to a team leader had held a conversation with a colleague, only 2-3% had done so with a member of the senior management team. **For high-level managers, daring to challenge these silos by triggering direct conversations between levels that are currently isolated from each other is one possible way to leave a trace of themselves within the organisation. Finding openings for intergenerational dialogue could arguably have beneficial impacts.**

Q1S: With which of the following people have you most recently discussed your work (its interest, purpose, organisation or working conditions)?

	% Total	Age				Hierarchical level attachment				
		-30 years	30-39 years	40-49 years	+50 years	The chair of the board	The CEO	the management team	middle management	Team Leader
A work colleague - a peer	**37%**	**53%**	36%	39%	**28%**	36%	**25%**	40%	39%	47%
Line manager	**34%**	35%	**43%**	30%	29%	**12%**	30%	40%	45%	36%
Someone who you manage	**16%**	**5%**	**9%**	19%	**24%**	**33%**	**23%**	11%	9%	9%
Chair or CEO	**8%**	6%	5%	6%	**14%**	14%	**15%**	7%	3%	2%
Shareholder	**2%**	-	2%	2%	2%	5%	2%	1%	2%	-
Someone else from the company	**4%**	2%	4%	4%	4%	-	6%	2%	2%	6%

- Naturally, discussions most often focus on questions related to the organisation of work and the management of individuals. However, this does not necessarily mean that interaction related to company strategy is limited to the top tiers of management (for whom this is the main reason for discussion): **almost 20% of the conversations between colleagues located in the lowest level of the organisation concern company strategy.**

Q1D: What was this discussion about? Please summarize the subject of the discussion in a few words.

	% Total	Age				Hierarchical level attachment					
		-30 years	30-39 years	40-49 years	+50 years	The chair of the board	The CEO	the management team	middle management	Team Leader	None*
WORKING CONDITIONS	44%	56%	39%	45%	42%	**21%**	42%	47%	53%	47%	43%
Organization of work	36%	47%	32%	40%	33%	**17%**	31%	42%	45%	38%	33%
Occupational Health and Safety	10%	17%	10%	7%	11%	5%	11%	9%	11%	17%	10%
HUMAN RESOURCES	47%	47%	53%	42%	45%	43%	47%	52%	39%	42%	48%
Administrative management of personnel	26%	29%	27%	24%	26%	21%	28%	28%	20%	23%	33%
Management	16%	8%	18%	16%	17%	17%	16%	16%	17%	14%	14%
Skills development	9%	15%	**15%**	4%	6%	5%	7%	10%	11%	12%	5%
Business Profile	0%	-	-	-	1%	-	1%	-	-	-	-
STRATEGY	25%	14%	27%	27%	25%	**43%**	31%	20%	20%	18%	29%
ORGANIZATION	6%	8%	6%	6%	6%	2%	9%	5%	8%	5%	10%
OTHER	2%	3%	1%	1%	3%	-	1%	3%	3%	3%	-

- Given the topics discussed during these conversations, it makes sense that the individuals who take part in them retain messages related to relationships within the company, such as team spirit, respect for individuals, setting a good example, and trust. The work/life balance issue is the most important topic for younger employees. Setting a good example, courage, and the ability to stay the course are particularly valued by leaders. **Here again, the ability of leaders to articulate the long-term vision (the "course") and its implementation on a daily basis through relationships within the company is a major issue.**

Q1: Following this discussion and for each of the following aspects, what would you say was not at all important, not very important, fairly important, very important or extremely important?

How important was...

	Ranking	Age				Hierarchical level attachment				
		-30 years	30-39 years	40-49 years	+50 years	The chair of the board	The CEO	the management team	middle management	Team Leader
Respecting human dignity	1	4	1	1	1	4	1	1	1	3
Team spirit	2	2	4	2	2	3	3	2	2	1
Ensuring the work-life balance	3	1	2	4	9	16	3	4	3	1
Learning from your mistakes	4	2	3	6	8	7	3	3	3	5
Setting an example	5	5	7	3	3	1	2	7	10	4
Being yourself	6	7	5	7	3	9	3	6	6	6
Having trust	7	10	8	5	5	6	7	8	6	6
Being ready to listen	8	6	6	8	6	4	12	5	8	10
Staying on course of the company's mission	9	15	10	11	6	2	7	10	10	20
Being determined	17	15	12	13	19	16	18	15	12	12
Considering the situation in a global, systemic way	18	19	18	17	12	14	10	18	17	18
Tackling difficulties with courage	19	18	19	17	16	7	16	19	17	19
Finding the right time to do something	20	20	20	20	20	20	20	20	20	15

- Beyond conversations, the behaviours observed on a daily basis amongst line managers inevitably relate to the human and functional aspects of support, autonomy and delegation. It should be noted that the youngest employees scrutinise all behaviours more closely (or are a particular target of these behaviours). Conversely, aspects related to communication (explaining, requesting, conferring) are considerably less prevalent. Furthermore, the ability of organisations to anticipate conflict seems particularly weak, given how poorly ranked the behaviours linked to these activities are.

Q4: During the last six months, how often have you observed these behaviours from your immediate superior (+1 level)?

		Age				Hierarchical level attachment				
	Ranking	-30 years	30-39 years	40-49 years	+50 years	The chair of the board	The CEO	the management team	middle management	Team Leader
Giving autonomy for organizing work	1	1	1	1	1	1	1	1	1	1
Offering support to solve problems	2	2	2	2	2	8	3	2	2	2
Delegating the power to do the work	3	4	3	3	2	4	2	5	2	5
Clearly defining the objectives to be achieved	4	4	7	8	2	11	6	3	4	13
Showing recognition for the work completed	5	9	4	6	5	1	6	6	10	5
Respecting boundaries between work life and personal life	6	9	7	4	8	11	13	4	4	13
Promoting well-being at work	7	7	5	4	19	5	21	8	8	3
Providing the material resources necessary to complete tasks	7	4	13	8	10	3	16	9	10	4
Facilitating access to learning and improvement	9	3	13	11	10	11	6	12	10	5
Maintaining a secure climate	9	15	7	8	10	8	16	9	7	13
Taking the time to explain the purpose of the work to be done	9	23	13	6	9	19	11	7	6	17
Offering opportunities to achieve in one's work	24	21	24	18	24	22	13	25	19	17
Managing tensions before they lead to conflict	25	25	24	25	25	25	24	24	25	24

Ensuring consistency – a vital component – with regard to the forms of communication used for the topics most often tackled and discussed within the different levels of the organisation therefore often seems to be lacking.

The imprint of leaders and managers

- In line with the work of the "Meaning & Work" Chair, a manager's imprint is first seen in how they interact with their direct subordinates. This is the impression they give. Then the imprint manifests as the trace left when that manager exits the company.

- The impression left by the latest conversation

Q1: Following this discussion and for each of the following aspects, what would you say was not at all important, not very important, fairly important, very important or extremely important? How important was...

	% Extremely important	Age				Hierarchical level attachment				
		-30 years	30-39 years	40-49 years	+50 years	The chair of the board	The CEO	the management team	middle management	Team Leader
Respecting human dignity	**57%**	52%	56%	59%	57%	55%	49%	59%	67%	56%
Team spirit	**50%**	61%	49%	48%	49%	60%	39%	52%	56%	59%
Ensuring the work-life balance	**46%**	62%	51%	41%	37 %	29%	39%	48%	50%	59%
Learning from your mistakes	**45%**	61%	50%	39%	39%	43%	39%	49%	50%	45%
Setting an example	**43%**	45%	40%	43%	46%	67%	42%	41%	32%	47%
Being yourself	**42%**	39%	43%	36%	46%	40%	39%	42%	39%	44%
Having trust	**41%**	38%	39%	40%	44%	52%	38%	38%	39%	44%
Being ready to listen	**40%**	44%	42%	35%	40%	55%	32%	43%	38%	41%
Staying on course of the company's mission	**35%**	30%	35%	32%	40%	62%	38%	33%	32%	20%
Supporting people's development	**33%**	35%	38%	28%	32%	33%	31%	31%	33%	39%
Creating a desire to make the world a better place	**32%**	39%	28%	35%	29%	31%	31%	26%	30%	44%
Facilitating the resolution of problems	**32%**	39%	34%	30%	27%	36%	33%	33%	23%	32%
Understanding the challenges to be faced	**31%**	36%	31%	30%	31%	29%	36%	33%	27%	24%
Protecting the environment	**30%**	29%	27%	31%	34%	29%	28%	26%	42%	38%
Being consistent	**30%**	33%	30%	34%	26%	33%	23%	34%	30%	24%
Offering support to overcome obstacles	**29%**	36%	31%	24%	29%	38%	20%	28%	29%	42%
Being determined	**28%**	30%	33%	30%	22%	29%	21%	27%	30%	38%
Considering the situation in a global, systemic way	**27%**	24%	25%	24%	31%	31%	35%	23%	26%	23%
Tackling difficulties with courage	**25%**	27%	23%	24%	27%	43%	25%	22%	26%	21%
Finding the right time to do something	**17%**	17%	17%	14%	20%	19%	15%	17%	11%	26%

- **The trace left after their departure**

   The fact that a leader leaves traces in the company is not in doubt for three-quarters of the people interviewed. This imprint can be measured using several criteria: *its scope* (what are the aspects and values associated with this imprint?) and *its impact* (at which levels of the company is this imprint discernible?).

   The respondents naturally believe that the two main aspects of the imprint relate to (1) *the human element* (teamwork and team autonomy) and (2) the company's *corporate and industrial assets* (reputation and business continuity). Aspects related to the CSR policy (economic and environmental commitments) are currently regarded as the least important on what traces would be left in the future. Senior management expects a major imprint on autonomy and collaborative culture first and foremost. Those lower down the company ladder favour autonomy and teamwork. **In the end, both sides are actually talking about the same issues but in different terms.** On the other hand, the issue of the company's reputation, to which managers are particularly sensitive, is one of the least valued by those in the lowest echelons. It should also be noted that the aspects of support (to solve problems) and delegation (to be able to do one's job) appear to become more diluted as the size of the company increases. **In the largest organisations, these essential aspects evidently get lost in the ether, in all likelihood due to the size of the company and the levels of responsibility.**

Q3 : For each of the following aspects, do you think they will leave a mark on...?

	Ranking	Hierarchical level attachment				
		The chair of the board	The CEO	the management team	middle management	Team Leader
The autonomy of teams	1	1	2	1	1	2
Teamwork	2	8	7	1	2	1
The company's reputation	3	8	6	1	4	16
The company's capacity to ensure the continuity of its activities	3	3	1	4	15	11
A culture of collaboration	5	1	14	7	2	3
Delegation of responsibilities	6	12	4	9	5	4
The importance of integrity	6	4	3	11	7	11
The importance of trust	6	7	12	5	15	5
The feeling of belonging	9	12	10	9	18	5
Proactiveness (anticipating and acting)	10	19	15	6	5	11
Skills development	10	16	7	7	22	11
The long-term vision	12	4	7	13	11	20
Transparency in communications	12	19	15	13	7	5
The company's capacity to ensure succession	14	8	4	18	15	20
The importance of discipline	15	16	17	13	11	16
Social justice	15	4	17	18	11	15
The importance of humility	15	8	21	16	22	9
The company's commitment to the environment	18	24	10	22	7	23
The importance of kindness	18	19	23	12	20	16
The safety climate	20	12	22	18	22	5
The company's capacity to support innovation	20	16	12	22	18	23
The company's commitment to socio-economic development	20	12	17	22	11	25
Promotion of local, regional or national culture	23	19	17	18	20	22
Work-life balance	23	25	25	17	7	9
Job creation	25	19	24	25	22	16

- Finally, the expected impact of the imprint remains variable according to the respondents' position in the hierarchy: 86% of those reporting to senior management expect it, while only 59% of those reporting to a team leader do.

In conclusion, this initial analysis urges leaders and managers to **engage in conversations more to better understand the real work within the company and the development challenges faced by it.**

Paris, 20 June 2022

UNIAPAC/"MEANING & WORK" CHAIR/HEC MONTREAL/BVA SURVEY

Summary of the Philippines perimeter

28 June 2022

From communication to conversation

This note presents the analysis of results from the international survey conducted by BVA for UNIAPAC in conjunction with ICAM ("Meaning and Work" Chair) and HEC Montréal. It looks specifically at the results obtained from the respondents based in the Philippines.

In examining what imprint business leaders want to have on their company and what traces of them will remain (in the organisation and on the men and women that make up that organisation) after they leave, the survey highlights powerful obstacles and levers.

The pyramid-like nature of companies, which is useful in terms of organising activities, is reflected well beyond the hierarchical structure: the topics deemed important, those that incite conversation, and the people taking part in these exchanges are all facets in which discrepancies between the different levels of the organisation can be observed.

Leaders who want to leave behind a long-lasting trace of themselves need to encourage discussions and conversations at all levels of the company, and take part in them. This is a prerequisite for successfully connecting employees' daily routines with the company's vision, the short duration of work with the long-term nature of business strategy, and the importance of the individual with the principle of the collective.

The situation in the Philippines is, however, highly unique in our survey. The strength of response given to each aspect of the survey is higher but less nuanced than in the other tested countries. We have made a number of assumptions about sampling effects and the level of economic development to the specific culture and progressive mindset of a young, educated, working population. The fact remains that the Filipinos present a strong distinctiveness.

A young, highly qualified population sample

Some 80% of the Filipino respondents to the survey were under 40. In fact, 52% were under 30. As a comparison, only 13% of European respondents were under 30. Moreover, 65% of Filipinos had undergone **at least four years of higher education** (the majority had four years), whereas in Europe, this figure was 51% (with the vast majority of those having five years or more).

This youthfulness and level of education are not the only unique features of the sample group. This group also boasts a large number in supervisory positions. Only 17% stated their position had no managerial responsibility (38% in Europe). Filipinos are more often employed in a family business (48% vs. 30% in Europe) or in an entity employing 250-499 people (42% vs. 19%).
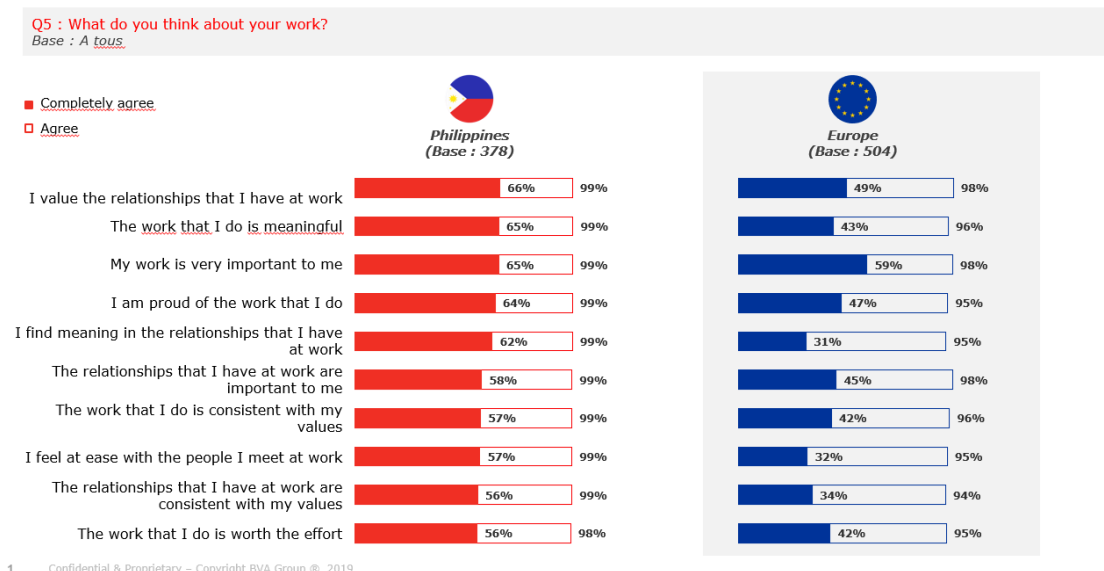
A specific cultural context

When reading the results, it is important to keep in mind the cultural specificities linked to the Filipino culture, the specific relationship to hierarchy and the world of work. Research in the sociology of organisations and in Philippine culture emphasises the fact that a strong sense of hierarchy and the valorisation of the latter (and therefore of self-valorisation when one reaches a managerial position, whatever it may be) is still prevalent. Loyalty to the company and to management functions is another element that is expressed more strongly than in Europe, for example. These two dimensions thus lead to making 'respect' for the organisation a strong driving force. It is combined with the desire, for example, not to embarrass or offend the representatives of this professional hierarchy.

These cultural characteristics clearly permeate the results presented here, both in their orientation and intensity.

Work investment levers

- The relationship to work is more positive among our Filipino sample than among Europeans. The strength of their responses (characterised by the propensity to answer to the extremes of the scale – in this case, "fully agree") conveys a very strong connection to work. The order of answers shows us what matters most: working relationships, meaningful work, the importance of one's work, and pride in one's work. However, this ordering should be qualified – everything seems important to our respondents when they think about their work. From this point of view, investment in their work is very distinctive with regard to other international participants.

Q5 : What do you think about your work?
Base : A tous

	Philippines (Base : 378)		Europe (Base : 504)	
	Completely agree	Agree	Completely agree	Agree
I value the relationships that I have at work	66%	99%	49%	98%
The work that I do is meaningful	65%	99%	43%	96%
My work is very important to me	65%	99%	59%	98%
I am proud of the work that I do	64%	99%	47%	95%
I find meaning in the relationships that I have at work	62%	99%	31%	95%
The relationships that I have at work are important to me	58%	99%	45%	98%
The work that I do is consistent with my values	57%	99%	42%	96%
I feel at ease with the people I meet at work	57%	99%	32%	95%
The relationships that I have at work are consistent with my values	56%	99%	34%	94%
The work that I do is worth the effort	56%	98%	42%	95%

- The order of reasons that would encourage respondents to invest effort in their work illustrates once again the strong connection they have to work. The majority consider each reason as highly important, and just like the **European respondents, they value the reasons where they feel like they contribute most directly and immediately: product or service quality, customer satisfaction and innovation**.

Q6 : HERE IS A LIST OF REASONS THAT COULD ENCOURAGE YOU TO PUT EFFORT INTO YOUR WORK. HOW IMPORTANT ARE THEY TO YOU?
Base : A tous
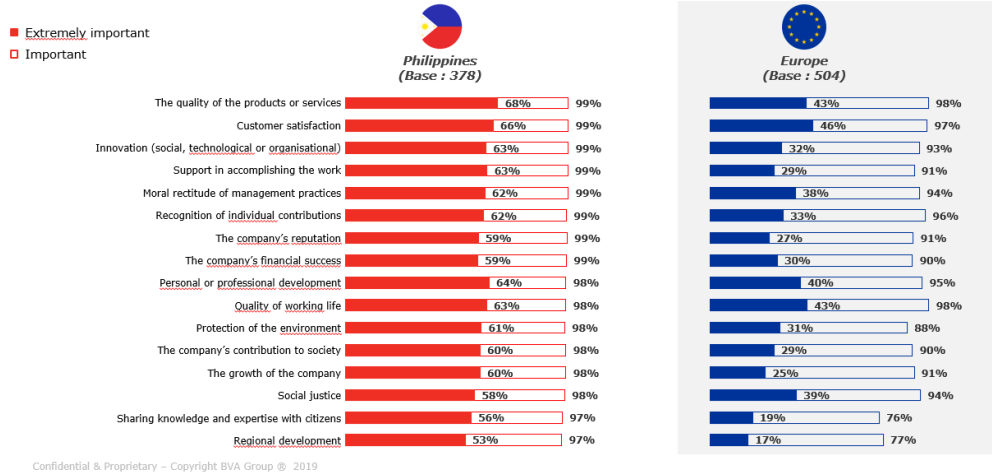
- Another aspect that distinguishes the Filipino group is innovation. Almost two thirds of them believe it would spur them to invest effort into their work (against one third of Europeans). Their "belief" in the work, the importance of the service provided, innovation, cooperation, moral correctness and recognition can all be considered extremely useful levers in getting the person or group to invest effort into their work.
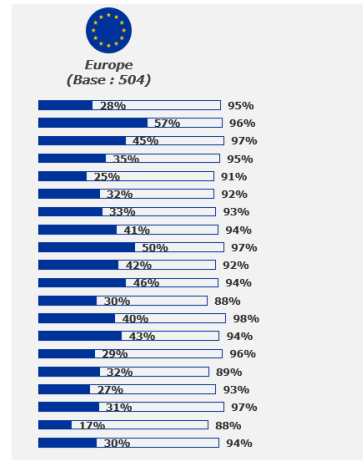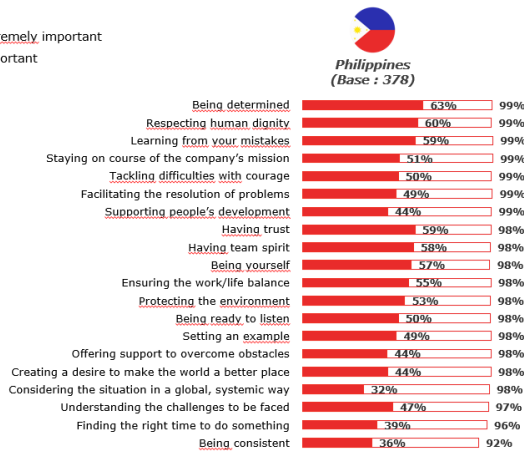
Conversations and behaviour

- **Organisations remain very pyramid-like** in terms of interpersonal relations: discussions between the highest positions of the organisation (CEO, Managing Director) and the lowest levels of the ladder are still extremely rare. While 52% of those reporting to a team leader had held a conversation with a colleague and 31% with a line manager, none had done so with the CEO or Managing Director. **For high-level managers, daring to challenge these silos by triggering direct conversations between levels that are currently isolated from each other is one possible way to leave a trace of themselves within the organisation.**
- Middle management had conversations more frequently with a superior and are therefore more often in a vertical relationship than in one with peers (only 27% conversed with a work colleague). In fact, they are in a relationship that favours the imprint of a superior.
- At the bottom of the ladder, discussions mentioned more often focused on issues relating to the organisation of work and, in general, working conditions. This does not necessarily mean that discussions on business strategy are the sole domain of executives (for whom strategy is the main reason for discussions): **almost 24% of conversations among colleagues in the lower echelons of the organisation (team leaders) related to business strategy**.
- What Filipino professionals come away with from these conversations contrasts sharply with their European counterparts. Three particular features are worth highlighting. Firstly, and as noted above, their responses are stronger with the same tendency to consider the majority of aspects mentioned as extremely important. Secondly, **they place a very strong emphasis on personal aspects** and, in particular, the importance of being determined (63% see this as very important against only 28% of Europeans), of bravely confronting difficulties (50% vs. 25%), and of learning from one's errors (59% vs. 45% in Europe). Lastly, strategic aspects are also at the core of topics taken away from conversations, such as staying the course for the business (51% vs. 35%) and understanding the challenges ahead (47% vs. 31%). **The ability of executives to link long-term vision (the course) with personal commitment is, especially among the Filipino respondents, a logical issue that could resonate strongly with them.**

Q1 : FOLLOWING THIS DISCUSSION AND FOR EACH OF THE FOLLOWING ASPECTS, WHAT WOULD YOU SAY WAS NOT AT ALL IMPORTANT, NOT VERY IMPORTANT, FAIRLY IMPORTANT, VERY IMPORTANT OR EXTREMELY IMPORTANT? HOW IMPORTANT WAS...
Base : A tous

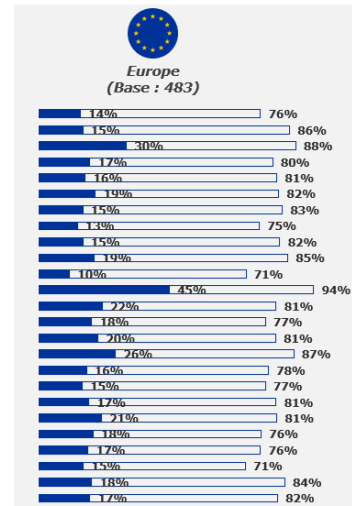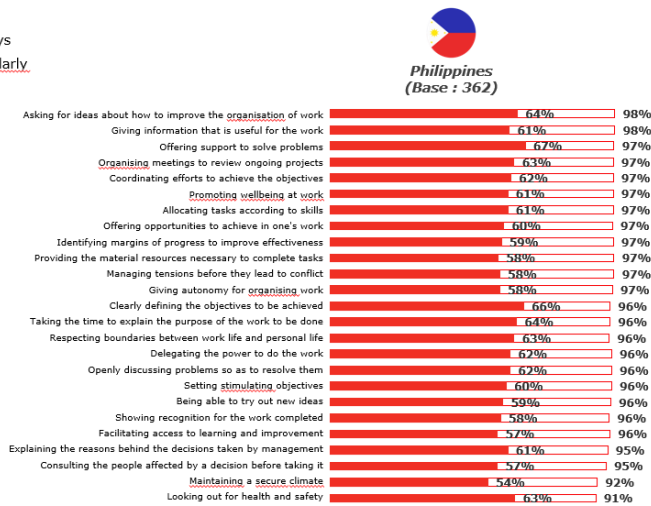- Extremely important
- Important

Philippines (Base : 378) | **Europe** (Base : 504)

Aspect	Philippines (Extremely)	Philippines (Total)	Europe (Extremely)	Europe (Total)
Being determined	63%	99%	28%	95%
Respecting human dignity	60%	99%	57%	96%
Learning from your mistakes	59%	99%	45%	97%
Staying on course of the company's mission	51%	99%	35%	95%
Tackling difficulties with courage	50%	99%	25%	91%
Facilitating the resolution of problems	49%	99%	32%	92%
Supporting people's development	44%	99%	33%	93%
Having trust	59%	98%	41%	94%
Having team spirit	58%	98%	50%	97%
Being yourself	57%	98%	42%	92%
Ensuring the work/life balance	55%	98%	46%	94%
Protecting the environment	53%	98%	30%	88%
Being ready to listen	50%	98%	40%	98%
Setting an example	49%	98%	43%	94%
Offering support to overcome obstacles	44%	98%	29%	96%
Creating a desire to make the world a better place	44%	98%	32%	89%
Considering the situation in a global, systemic way	32%	98%	27%	93%
Understanding the challenges to be faced	47%	97%	31%	97%
Finding the right time to do something	39%	96%	17%	88%
Being consistent	36%	92%	30%	94%

- Beyond conversations, the Filipino respondents observed the surveyed behaviour of their immediate superiors more often than those in the other sampled populations. This makes it difficult to provide an ordering of such behaviour. Only the level seems to tell us to what extent, irrespective of the reporting line, the relationship to the immediate superior is a hierarchical relationship based on benevolence, respect and even discipline. The question of what trace is left falls on the critical distance that may exist within work groups.

Q4 : DURING THE LAST SIX MONTHS, HOW OFTEN HAVE YOU OBSERVED THESE BEHAVIOURS FROM YOUR IMMEDIATE SUPERIOR (+1 LEVEL)?
*Base : A tous*

- Always
- Regularly

Philippines (Base : 362) | **Europe** (Base : 483)

Behaviour	Philippines (Always)	Philippines (Total)	Europe (Always)	Europe (Total)
Asking for ideas about how to improve the organisation of work	64%	98%	14%	76%
Giving information that is useful for the work	61%	98%	15%	86%
Offering support to solve problems	67%	97%	30%	88%
Organising meetings to review ongoing projects	63%	97%	17%	80%
Coordinating efforts to achieve the objectives	62%	97%	16%	81%
Promoting wellbeing at work	61%	97%	19%	82%
Allocating tasks according to skills	61%	97%	15%	83%
Offering opportunities to achieve in one's work	60%	97%	13%	75%
Identifying margins of progress to improve effectiveness	59%	97%	15%	82%
Providing the material resources necessary to complete tasks	58%	97%	19%	85%
Managing tensions before they lead to conflict	58%	97%	10%	71%
Giving autonomy for organising work	58%	97%	45%	94%
Clearly defining the objectives to be achieved	66%	96%	22%	81%
Taking the time to explain the purpose of the work to be done	64%	96%	18%	77%
Respecting boundaries between work life and personal life	63%	96%	20%	81%
Delegating the power to do the work	62%	96%	26%	87%
Openly discussing problems so as to resolve them	62%	96%	16%	78%
Setting stimulating objectives	60%	96%	15%	77%
Being able to try out new ideas	59%	96%	17%	81%
Showing recognition for the work completed	58%	96%	21%	81%
Facilitating access to learning and improvement	57%	96%	18%	76%
Explaining the reasons behind the decisions taken by management	61%	95%	17%	76%
Consulting the people affected by a decision before taking it	57%	95%	15%	71%
Maintaining a secure climate	54%	92%	18%	84%
Looking out for health and safety	63%	91%	17%	82%

Imprints and traces

- For nine out of ten Filipino respondents, there is no doubt that an executive leaves a trace on the company. This imprint can be measured with the help of several criteria: its scope (what are the aspects and values associated with this imprint?) and its impact (at which levels of the company is this imprint discernible?)

Q2 : IN YOUR OPINION, A YEAR AFTER THEY HAVE LEFT THEIR POSITION, DO YOU THINK IT IS LIKELY YOUR LINE MANAGER'S WORK WILL HAVE LEFT A MARK OR AN IMPRESSION, ON YOUR TEAM OR IN THE COMPANY/ORGANISATION MORE GENERALLY?
Base : A tous

Philippines
(Base : 378)

Yes
86%

No
2%

Maybe
12%

Europe
(Base : 504)

Yes
74%

No
6%

Maybe
19%
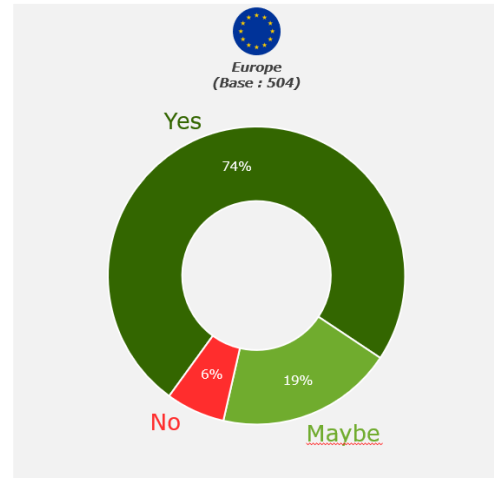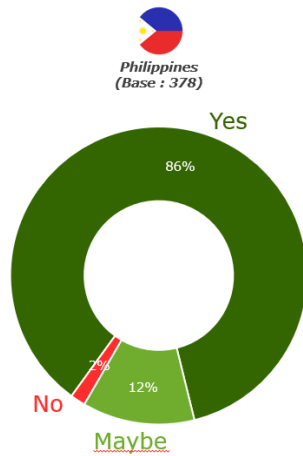
- Here again, the Filipino respondents differ from other sample groups in the strength of their answers and the diversity of the traces they see. **Filipinos are more likely than Europeans (by a margin of 20 to 30 points) to fully agree that the direct line manager would leave a trace in the company upon departure. As for diversity of traces, their results are again distinctive. All aspects receive agreement of between 36% and 56% of respondents. This lack of differentiation muddies the issue of line management. However, we should stress that the principal traces touch upon both the importance of trust, teamwork, the importance of discipline and long-term vision. This variety in topics fits in with what concerns the individual, the organisation and strategy.**
- The traces left behind differ from one management level to the next. The Managing Director mainly leaves a trace on trust, humility, integrity or innovation. For department teams, it is teamwork, trust and skill development. Middle management seems to be in a counterintuitive situation: their imprint falls on the long-term vision, company reputation, discipline, the sense of belonging and innovation – facets that touch mainly on the collective.
- Lastly, there is little difference in expected impact of the imprint among the respondents' various management levels (unlike what is observed among the Europeans): some impact is expected by 97% of those reporting to Executive Management and by 86% reporting to a team leader.

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