Manager Effectiveness Cheat Sheet

5 steps for greater impact

Managers are the cornerstone of any organisation's success. But right now, 47% of them are feeling overwhelmed and overburdened, according to 2024 research by Lattice and YouGov.

When managers are equipped with the right tools, processes, and technology, it frees them up to become strategic leaders and build engaged, high-performing teams.

Use this cheat sheet as a quick reference to supercharge your processes and help your managers — and their teams — thrive.

Step 1

Give managers the core skills they need.

Few managers come ready-equipped with the exact skill set needed to lead a team. Upskilling managers in core skills like coaching, empathy, communication, and navigating challenging conversations is critical for driving engagement and performance long-term. Try these three actions to get started:

- Expose managers of all levels to mentoring and reverse-mentoring opportunities and trade experiences with peer group training.
- Cement theoretical and practical knowledge with self-guided courses, practical scenarios, and bite-sized learning in the moment.
- Make sure manager training is an ongoing process.

PRO TIP

Leverage AI to supercharge manager development

"Winning organisations of the future value the importance of technology and its power to enable managers to transform, synthesise large volumes of data, and create inclusive, psychologically safe team environments. AI-powered tech solutions augment the efficiency and effectiveness of manager development programmes, allowing leaders to be more strategic and have a more human-centric approach."

Gianna Driver, CPO at Lattice

RESOURCES

- 5 Tips for Your Management Training and Development Programme
- Lattice Research Unveils What Overwhelmed Managers Really Need
- People Strategy Playbook: Empowering Managers to Be Their Best

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For more resources on this topic, visit Lattice's content library.

Turn managers into engagement agents.

Managers are one of the most important factors in driving employee engagement. According to Gartner research, managers account for up to 70% of their team's engagement scores. Empower managers to become engagement agents in three key ways:

- Encourage managers to build trust by modelling relationship-building, empathy, and two-way transparency.
- Enable managers to create the best environment for their teams to thrive with real-time engagement data, and guidance on how to solve their challenges.
- Help managers support employee development through structured processes like 1:1s, growth conversations, goal-setting, and IDPs.

PRO TIP

Reduce time-to-action on engagement with AI.

Busy managers may find it hard to prioritise reviewing their latest engagement survey. Lattice AI Engagement Insights synthesises survey results and delivers actions upfront.

RESOURCES

- A Framework for Manager Enablement in Times of Crisis
- How to Use Engagement Surveys to Boost Performance
- How to Talk to Employees and Managers About Your Engagement Strategy

Align manager goals with strategic objectives.

Giving managers the data and processes to set, track, and measure the success of goals ensures that every employee has clarity over expectations, is invested in their growth, and stays engaged. It also means that individuals understand how their impact, and the collective impact of their team, ladder up to the core objectives that the business cares most about. Try these four actions:

- Implement SMART goals or OKRs so managers can set measurable goals with their teams.
- Use regular one-on-ones to discuss goal progress and troubleshoot blockers.
- Review goals in real time to refine them in line with strategic priorities.
- Clearly communicate how the team's goals contribute to the business's overall mission (known as strategic clarity).

PRO TIP

Optimise goals with performance analytics.

Lattice's OKRs and Goals module enables managers to measure goal progress in real time, keep their teams on track, and show employees how their contributions count.

RESOURCES

- SMART Goals Template
- How to Make Employee Development Part of Your Culture
- Manager One-on-One Agenda Template

Step 4

Get intentional about performance and feedback.

Managers can only get the best from their direct reports when they know what makes them work at their best. Creating structured processes around performance management will help managers build a continuous feedback culture, spot opportunities for improvement, and remove blockers. Try these five actions:

- Weave two-way feedback into everyday processes — and ensure managers know how to ask for feedback on their own performance.
- Set a structured cadence for performance management processes that creates regularity around evaluations and feedback.
- Give managers access to performance analytics so they can identify their A-players, and proactively plug performance gaps.
- Implement weekly, bi-weekly or monthly 1:1s, using templates to help structure and ensure consistency.
- Ensure that managers have what they need to complete their performance review tasks, including training on how best conduct unbiased assessments.

PRO TIP

Integrate performance and engagement data.

Lattice enables managers to integrate their performance and engagement data to identify and solve the specific challenges that are preventing their team from working at their best.

RESOURCES

- Performance and Engagement: Better Together
- Webinar: Four Elements of Effective Performance Management
- Performance Reviews Templates

Step 5

Maximise your tech stack.

Pointing managers to tools within your existing tech stack can help them make small, impactful tweaks to processes that free up their time and drive engagement and performance. Try these three actions:

- Celebrate employee achievements with Lattice Praise, or using internal messaging channels like Slack.
- Deliver project feedback using video meeting software like Loom.
- Use an AI notetaker platform to help managers recall and action points from meetings.

PRO TIP

Leverage AI to manage high-volume tasks.

Lattice AI gives managers a power-up on their to-do list, helping managers synthesise engagement insights, draft bias-free feedback, and create personalised growth plans.

RESOURCES

- 5 Creative Ways to Appreciate Employees Using Technology
- Webinar series: Leading with AI
- How to Transform Your HR Strategy with AI