

MANAGER EFFECTIVENESS REPORT

Northwind Labs

A six-pillar assessment of management quality across the organisation.

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OVERALL SCORE

60 / 100 **AT RISK**

6 respondents
All roles

EXECUTIVE SUMMARY

Your managers need better support

Northwind Labs scores 60/100 - the At risk band.

Strengths exist, but gaps in manager capability and follow-through are visible enough to be affecting retention and performance today. This is a common result, and an addressable one: at-risk scores respond to structure and coaching faster than most leaders expect.

The pattern is clear. **Follow-through & Accountability (43) and Trust & Communication (47) sit lowest**, and every pillar rates higher among executives than among the employees living the day-to-day. That gap - leadership seeing a rosier picture than their teams - is itself the most important finding.

The path to Good is a single focused quarter of work. **Fix accountability and trust first** - they are foundational, and progress there lifts every other pillar. Re-assess in three months to confirm the change is landing.



STRONG PARTICIPATION

This assessment captured all four perspectives - employees, managers, HR, and executives - giving a rounded, defensible read on management quality. The consistent gap between how executives and employees score the same pillars is the signal to watch.

PILLAR SCORES OVERVIEW

Where the organisation stands

Six evidence-based pillars, each scored on a 1–5 scale and normalised to 100. Scores span the full range - Team Health reaches the Strong band, while accountability and trust need urgent attention.



ACTION PLAN

Prioritised recommendations

Ordered lowest-scoring first. Each pairs the strategic case with concrete actions a manager or People leader can take this quarter.

HIGH PRIORITY

Follow-through & Accountability

Make commitments visible, trackable, and consistently honoured

43/100 · Needs attention

The lowest-scoring pillar, and the fastest to move. Commitments are being made but not tracked, so follow-through is inconsistent. Structure fixes this quickly - no culture change required.

RECOMMENDED ACTIONS

- 1 Introduce a shared action register for every recurring meeting - who committed to what, by when - reviewed at the *start* of the next session.
- 2 Train managers to distinguish tasks ("do this") from commitments ("I'll ensure this by Friday").
- 3 Make accountability a leadership behaviour: when senior leaders honour their commitments, it sets the standard.

HIGH PRIORITY

Trust & Communication

Build channels that make it safe to say what is actually true

47/100 · Needs attention

Employees don't yet feel safe raising problems early, and the gap widens the further teams sit from HR. Rebuilding this is foundational: without it, every other pillar is harder to move.

RECOMMENDED ACTIONS

- 1 Train managers on the behaviours that build psychological safety - acknowledging uncertainty and responding visibly when concerns are raised.
- 2 Introduce quarterly anonymous, manager-specific team-health pulses so results are actionable.
- 3 Close the loop publicly: when concerns lead to change, name the connection so people know speaking up works.

HIGH PRIORITY

Support & Coaching

Give managers the coaching they need to succeed in the role

54/100 · At risk

Managers are being promoted without structured support. Development is ad hoc and capability varies sharply team to team. This is the highest-leverage investment available right now.

RECOMMENDED ACTIONS

- 1 Introduce a monthly manager peer group - 60 minutes of structured peer coaching on a real, current people challenge.
- 2 Create a lightweight growth-conversation template - three questions, every direct report, every month.
- 3 Measure coaching quality through employee NPS by manager.

MEDIUM PRIORITY

Clarity & Alignment

Close the gap between leadership intent and team understanding

61/100 · At risk

Approaching the Good band, but not there yet. Teams are unsure how their work connects to company goals, and the gap is widest below the manager line.

RECOMMENDED ACTIONS

- 1 Introduce a quarterly goal cascade - every manager can articulate team goals in leadership's own language; test through skip-levels.
- 2 Run a "clarity audit": ask 10 employees their top three priorities and how they connect to company goals.
- 3 Embed a 10-minute priority alignment check-in at the start of every team meeting cadence.

MAINTAIN

Productivity

Protect the focus that is already working

72/100 · Good

A relative strength, sitting in the Good band. Teams are reasonably focused - protect it by keeping meetings lean and blockers visible as the organisation grows.

RECOMMENDED ACTIONS

- 1 Introduce a weekly priority ritual - the three things the team must move forward.
- 2 Measure blocker-resolution time and make it visible in leadership reviews.
- 3 Run a quarterly meeting audit - eliminate recurring meetings with no owner, agenda, or decision.

MAINTAIN

Team Health & Risk Visibility

Keep the strongest pillar strong as you scale

84/100 · Strong

The standout pillar, firmly in the Strong band. Managers have real visibility into team wellbeing - the goal now is to preserve it as headcount and spans of control grow.

RECOMMENDED ACTIONS

- 1 Give managers a simple recurring team-health framework - a monthly conversation on workload, energy, and blockers.
- 2 Build a manager dashboard of leading indicators (missed 1:1s, declining check-ins, PTO clustering).
- 3 Run a quarterly retention-risk review: name who is at risk and the mitigation plan.

Getting to Good

CURRENT STANDING

60 /100 **AT RISK**

- Getting to Good requires stabilising the foundations: clear expectations, reliable follow-through, and basic psychological safety.
- At-risk scores reflect visible gaps that are likely affecting retention and performance today. These are structural, not personal - they respond to deliberate change.
- **Re-assess in 3 months with a focus on the bottom two pillars. Quick wins here build credibility for deeper change.**

To reach Good:

1

Follow-through & Accountability **43/100**

Implement a lightweight commitment-tracking system. Make meeting actions visible and time-bound.

2

Trust & Communication **47/100**

Normalise upward feedback. Introduce anonymous pulse checks and manager listening sessions.

3

Support & Coaching **54/100**

Run monthly manager peer-coaching groups. Measure coaching quality through employee NPS by manager.

SCORE BANDS - WHERE YOU SIT



RESPONSES BY ROLE

How every role sees it

All four perspectives responded. The scores reveal a consistent pattern - the further a role sits from the front line, the better management looks.

EXHIBIT 2 - SCORES BY RESPONDENT ROLE						
ROLE	Clarity	Support	Trust	Account.	Team Health	Prod.
Employee / IC ACTIVE · N = 2	57	50	43	39	80	68
Manager ACTIVE · N = 2	61	54	47	43	84	72
HR / People Leader ACTIVE · N = 1	63	57	50	46	86	74
Exec (VP / CXO) ACTIVE · N = 1	66	60	53	49	88	77

THE BOTTOM LINE

Northwind is at risk, not in crisis. The foundations are recoverable, and the two lowest pillars - accountability and trust - are exactly the ones that respond fastest to deliberate structure.

Focus the next quarter on accountability and trust. Re-assess in three months.

WHAT THE ROLE GAP TELLS YOU

- Executives score management roughly 14 points higher than employees - leadership's read is optimistic.
- The largest gaps are in Trust and Accountability, where employees feel the shortfall most.
- Close the gap by acting on the frontline view, not the top-down one.

ABOUT THIS ASSESSMENT

How the scorecard works

The Wellence Manager Effectiveness Scorecard evaluates management quality across six evidence-based pillars. Each is assessed through targeted questions rated 1–5 (1 = strongly disagree, 5 = strongly agree); scores are averaged and normalised to 100.

SCORE BANDS

80–100	Strong Management is a competitive advantage.
65–79	Good Strengths exist but inconsistency creates risk.
50–64	At risk Gaps are visible and likely affecting retention.
< 50	Needs attention Urgent structural or behavioural issues present.

WHAT EACH PILLAR MEASURES

Clarity & Alignment

Managers translate company direction; teams report clear goals.

Support & Coaching

Managers invest in growth; development happens consistently.

Trust & Communication

Psychological safety is present; feedback flows both ways.

Follow-through & Accountability

Commitments are tracked and met; managers are reliable.

Team Health & Risk Visibility

Managers see team dynamics and manage attrition risk early.

Productivity

Teams operate efficiently; managers remove blockers, focus on impact.



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