



# The Management Agenda 2010

A Management Agenda benchmarking report  
for the INGO sector

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# I. Introduction

The Management Agenda is Roffey Park's annual survey of organisational life. Now in its 13<sup>th</sup> year the aim of this survey is to investigate the real issues and challenges that managers are facing in their workplace. Featured by the FT, Daily Telegraph, the Guardian and key professional journals, the Management Agenda is widely recognised as one of the most important and reliable indicators of workplace trends in the UK.

This report compares managers from the INGO sector to all managers who responded to Roffey Park's Management Agenda survey 2010. This sample represents UK management at all levels from junior managers to board directors, working in a wide range of organisations, from small local companies to large global multinationals and from the public, private and not-for-profit sectors. Consequently, this comparison report gives an indication of INGOs relative strengths and weaknesses compared to other organisations.

This year's Management Agenda survey was conducted between July and September 2009, nearly a year on from when the economic crisis in the UK hit its peak when several major institutions either failed, were acquired under duress, or were subject to government takeover. By the final quarter of 2009 Britain was finally beginning to claw its way out of its deepest recession since the 1930s, following six consecutive quarters of negative growth, in which the economy shrank by at least 6 per cent. All sectors of the economy have suffered and few organisations have been unaffected.

Recently, the UK has nudged its way out of recession. The outlook is for a gradual recovery, but with unemployment still likely to rise, it could be fragile. It is this backdrop that gives this comparison between The Management Agenda and the INGO sector such significance.

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## I.I. 2010 Survey themes

This report explores the key areas covered by this year's survey, starting broadly with the impact of the external environment on organisations and moving to specific organisational issues, aspects of managing teams and finally life for individual managers.

*Organisations and the External Environment:* This chapter addresses the interaction of organisations and their external environment. This includes the impact of the current economic climate, how organisations are responding, personal impacts of the economic crisis on managers as individuals, the key challenges organisations are facing, the strategies they are adopting and corporate responsibility.

*The Organisation:* This chapter deals with topics related to the wider organisation including organisational performance and success, the quality of leadership, board reputation, organisational purpose, values and behaviour, key drivers and the nature of change in organisations, the HR function and the incidence, nature and success of HR business partnering roles, organisations' level of support for learning and development and talent management schemes.

*Managing Teams:* In this chapter we examine the influence managers of different levels have over various aspects of team management and their confidence to address underperformance.

*The Individual Manager:* This section explores what life is like for managers in today's organisations. It explores levels of engagement, overall well-being, experiences of stress, bullying and conflict and experiences of learning and development.























































organisations. This result is somewhat more positive than for respondents to The Management Agenda, (where 7% said conflict was non-existent, 50% said it was uncommon, 39% said common and 8% said it was rife).

By far the most common causes of conflict for managers in this sector were differing agendas and personality clashes (see figure 37). These causes of conflict are in line with the low score on the engagement indicator 'relationships at work'. It seems that strong personalities may lead to a less than warm atmosphere between colleagues. These issues may arise because organisations in this sector often have passionate employees who have very strong views about how the organisation should develop. INGOs may benefit from having really clear agendas and activities to improve teamwork.

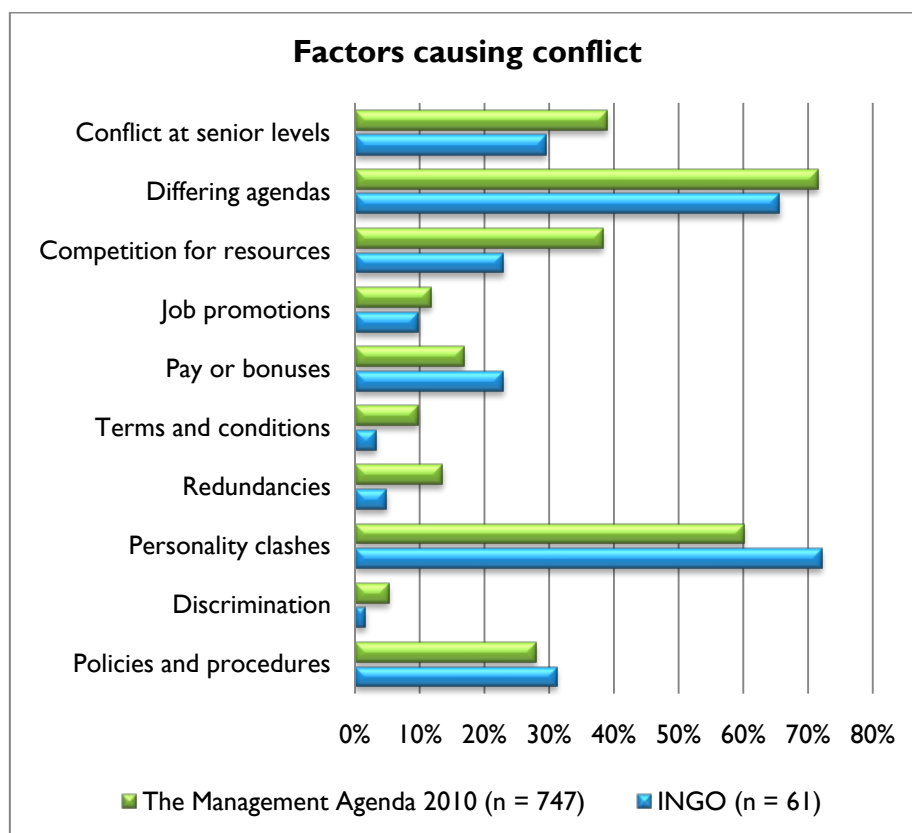


Figure 37

### Main causes of stress

Respondents were asked what the major causes of stress were in their working life. The major stressors in this sector were workload, the volume of emails, organisational politics, pressure to perform and the pace or extent of change.

In comparison to The Management Agenda respondents, the significant stressors for the INGO sector were workload (74% compared to 59%), pace or extent of change (30% compared to 22%) and interpersonal relationships (21% compared to 16%). Initial discussion of these results suggests that workload stress is high because of the number of hours people work; change is an issue because talented people are promoted too quickly and beyond their level of experience; and interpersonal relationships are an issue because people's strongly held beliefs or philosophies often compete.

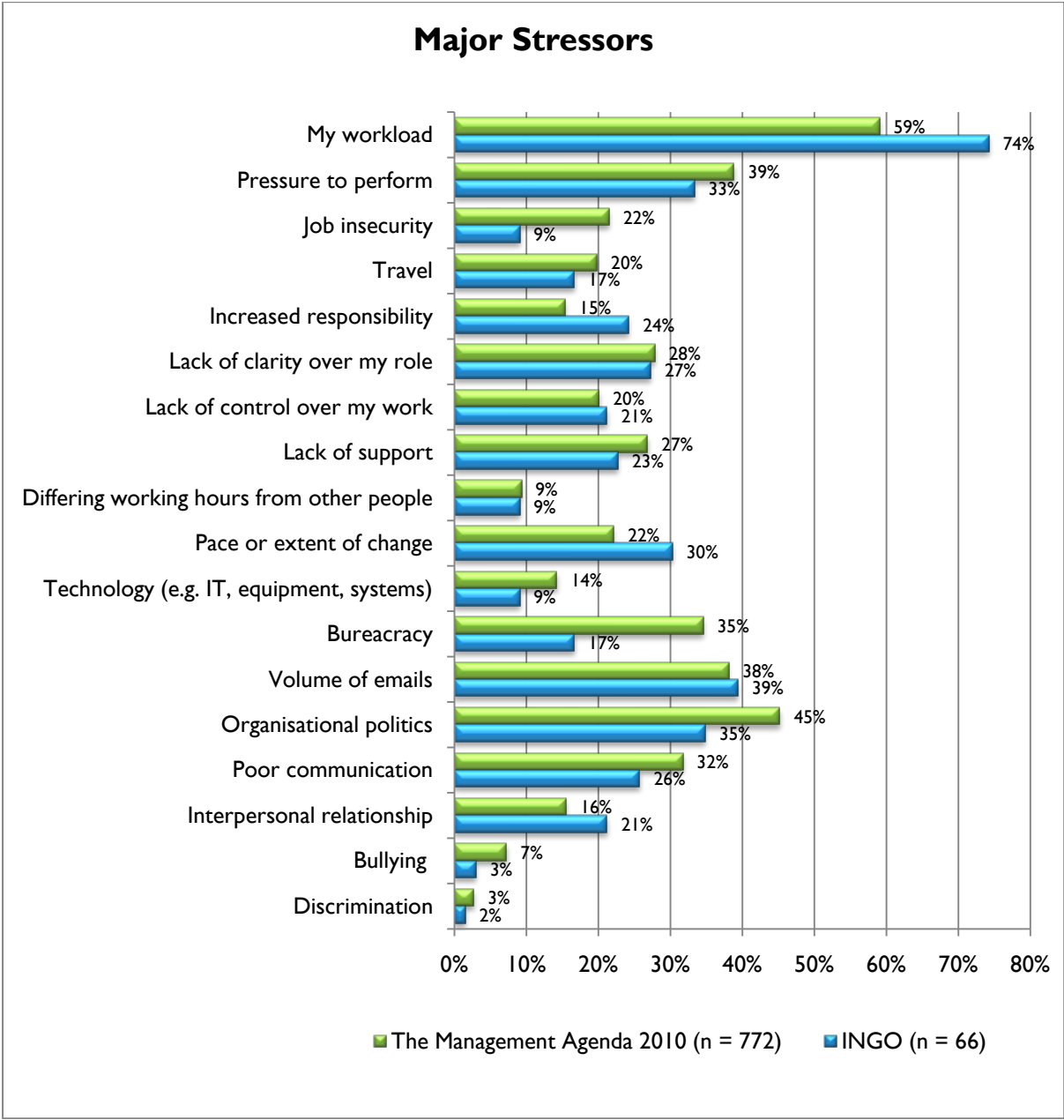


Figure 38

## 5.3 Managers' views on learning and development

Section 3.6 looked at how supportive organisations are of employee development generally and the extent and success of talent management schemes. Here we look at learning and development from managers' perspective, in particular their participation in different learning interventions, the value to them of different development options and those on offer in organisations.

### Participation in learning interventions

Managers from the INGO sector had participated in a wide variety of learning and development interventions in their current organisation. Leadership development programmes and other training programmes was the most common, with nearly half of (53%) of managers taking part in these. Two fifths of respondents (38%) had taken advantage of opportunities to take on more responsibility; a quarter had participated in coaching (25%) and mentoring (23%); a fifth had completed an academic qualifications (20%) and/or were part of action learning sets (18%); a sixth of respondents (17%) had participated in distance or e-learning; and five per cent of people had been on secondment (see figure 39).

There were a number of types of learning and development that INGO managers would like to see increased. 80 per cent of managers wanted leadership development and it was only offered to 71 per cent of respondents. Similar views were expressed about coaching, mentoring and academic qualifications (see figure 39).

INGO sector managers had participated in less learning and development than managers responding The Management Agenda. This was despite the fact that similar or a greater levels of opportunity was available and was considered valuable (see figure 39 and 40). To increase uptake, INGOs may wish to investigate whether there are barriers to participating in learning and development.

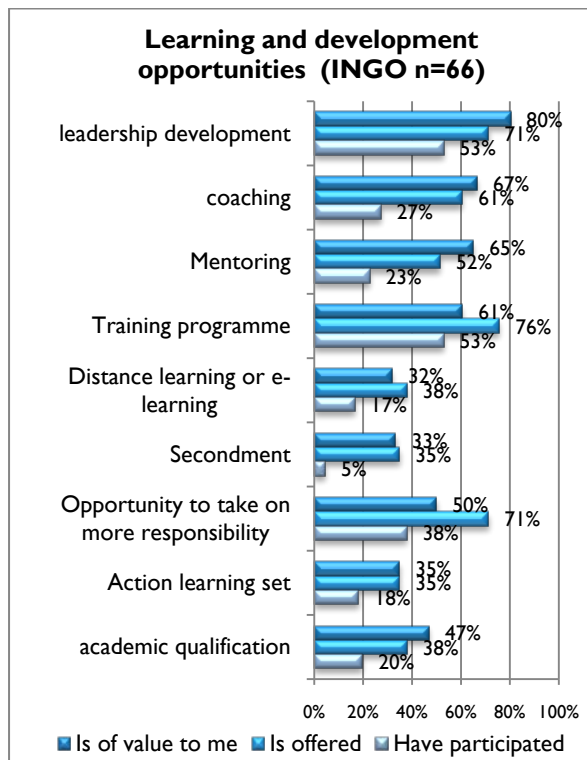


Figure 39

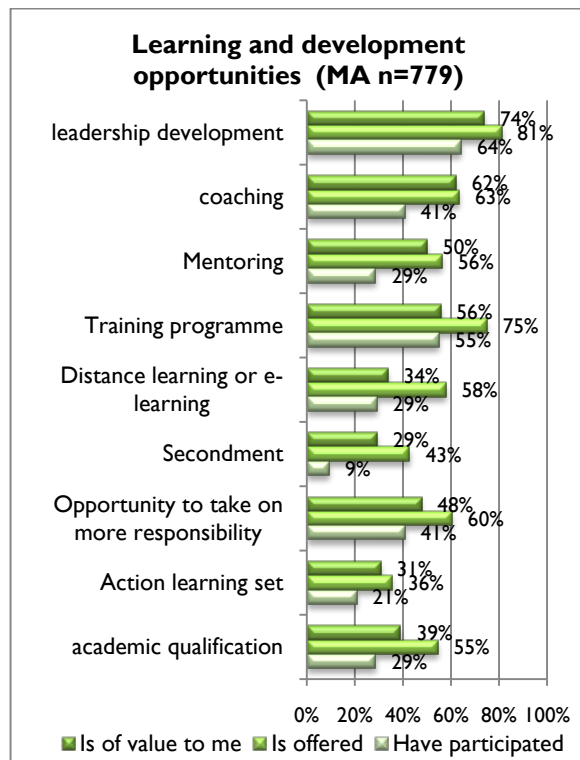


Figure 40

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## Appendix I: Demographics and Organisational background

### Reliability of results for the INGO sector

Results for the INGO sector represent the views of 74 managers drawn from at least 29 organisations. The vast majority of these individuals work in international development and humanitarian assistance. Half of these individuals (48%) worked in HR, 62 per cent were female, 92 per cent were aged 31-60, half (52%) were other directors/senior managers, 32 per cent were middle managers and 42 per cent were from organisations that employed up to 50 people. These demographics should be considered when assessing whether these findings reliably reflect the views of your organisations' employees.

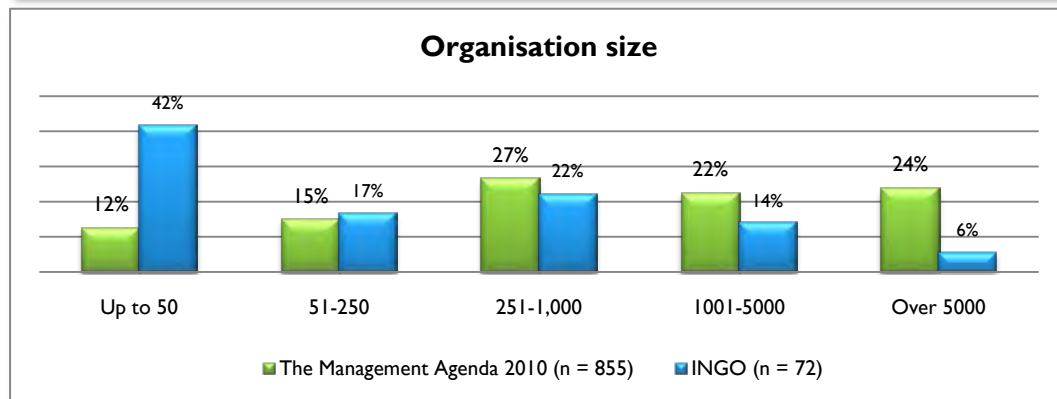
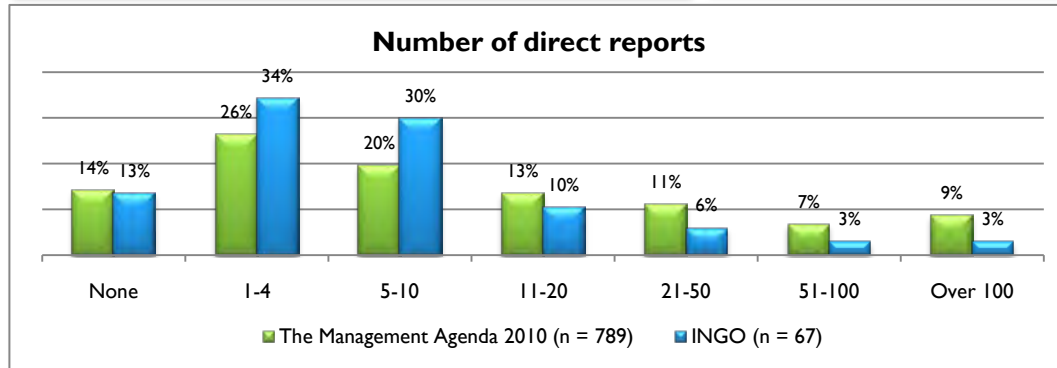
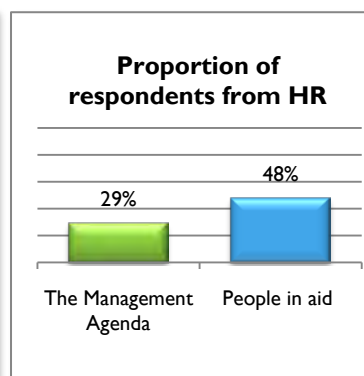
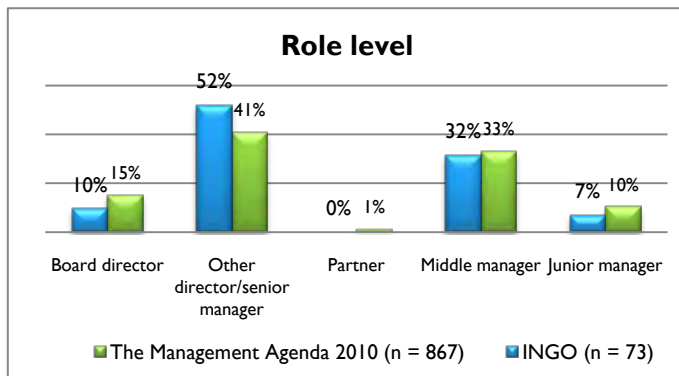
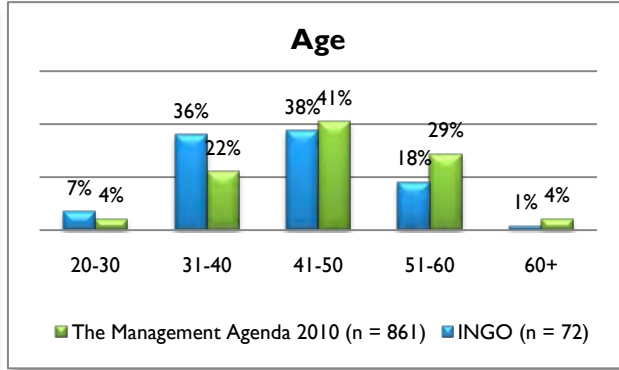
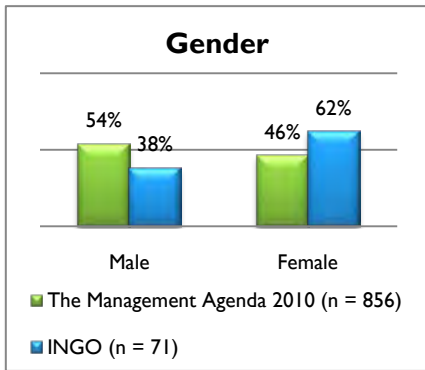
### Respondent organisations

We received responses from individuals in range of organisations in the INGO sector (see below). Whilst people from these organisations responded, we must be careful to treat the responses as the views of individuals and not as the views of their organisation.

- ACORD
- Amnesty
- Article19
- Build Africa
- Cafod
- Care international
- Christian mission society
- Conciliation resources
- Cord
- Cranfield trust
- Disasters and emergency committee
- Everychild
- Farm Africa
- Hands around the world
- Help age
- Islamic relief
- Latin Link
- Marie Stopes
- MDMUK
- Medicines Sans Frontiere
- Mentoring at grass roots initiative
- Methodist church
- Oxfam
- People in Aid
- Plan International
- Red R
- Respond
- Save the Children
- Sightsavers
- Tearfund
- The leprosy mission
- The ROI academy
- Viva
- Warchild
- Wateraid
- Women Kind

### Validity of comparisons

The INGO sector and the Management Agenda respondents are broadly comparable. They were a similar age range, broadly even distribution of gender, covered similar role levels, had a similar number of direct reports and the majority were UK based (The Management Agenda 93%; The INGO sector 89%). However, one factor that should be considered when making comparisons is that there was a higher proportion of small organisations from the INGO sector. This should be taken into consideration when assessing the validity of any comparison.



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## Country

The location of individual respondents from the Management Agenda and the responses from the INGO sector are broadly similar. The vast majority of managers responding to from both groups were based in the UK. 'Other' Management Agenda respondents were based in Ireland, other European countries, Asia, Africa, Australia and North and South America. 'Other' INGO respondents were based in based in Afghanistan, Australia, Bangladesh, Ethiopia, Ireland, Jerusalem, Palestine and Sudan.

## Types of organisation

	Frequency	Percent
Other (please specify)	7	10
International development / humanitarian assistance	57	81
Human rights	3	4
Health	2	3
Environmental	1	1

*Other:*

- *Children in conflict areas*
- *Christian mission*
- *Christian missionary organisation*
- *Grant-making foundation*
- *Management support for other non profits*
- *Peace building*
- *Professional body*