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Be More Productive- Sack Your Boss? Survey of over 1,000 Turns Spotlight on the Managers

A good boss is the most important factor in a worker's security, happiness and productivity. Workers are harsh critics of their bosses, and 40%* would choose another member of their team to manage them if they could. While straitened economic times contribute to office insecurity, happiness at work is as important as ever, with only 10% saying happiness at work is not important or they work purely to pay the bills, and 90% agreeing that happiness at work still very much matters to them.

Last week, we saw the leaked Beecroft report on dismissing unproductive or 'coasting' workers without repercussions. Some of the ideas in the document may well be followed up- but perhaps, instead of focusing on the employees, it's time for bosses to brush up their own management style or seek a creative solution before getting tied up in red tape. Some forward-thinking bosses see this as an opportunity rather than a crisis, and some have even chosen to practise what they preach.

One such CEO, whose work is published in the latest edition of *Business: The Ultimate Resource*, out now from Bloomsbury, might have the answer. Henry Stewart, founder of software firm Happy Ltd, believes that people who choose their own managers feel more secure and in control. Workers in Happy's offices are given the opportunity to choose their own managers, moving around to find a boss that suits them best. 'Being able to choose your boss,' he explains, 'means giving people real ownership over their work and makes for simply more effective and more productive workplaces.'

The connection between a good boss and a happy, productive worker is a strong one. Over half the people who described their manager as unsupportive said they put up with their jobs, with 25% actively saying, 'I hate my job.' In comparison, 71% of respondents that described their manager as inspirational said that they genuinely enjoyed their jobs. Henry doesn't believe that all the aspects of management should be expected of one person. 'On the one hand,' he explains, management is about strategy and decision making, and on the other it's about supporting people, challenging them, coaching them. There is no reason why the same people should play those two roles.'

About Henry Stewart

Henry Stewart is the founder and CEO of Happy Ltd. His article, 'Happy People, Productive Organisations,' in *Business: The Ultimate Resource* inspired this survey. He is available for comment. To talk to Henry, contact Sophia Blackwell: sophia.blackwell@bloomsbury.com or 020 7631 5831

About Business: The Ultimate Resource

Business: The Ultimate Resource, the book in which Henry's article appears, is a one-stop reference and interactive tool covering all aspects of today's world of work. The latest fully revised edition contains over 170 Best Practice articles from a stellar cast of business thought leaders including C. K. Prahalad, Gary Hamel and John Kotter as well as Edward de Bono, Seth Godin, and Adrian Cadbury.

Business: The Ultimate Resource (Autumn 2011) is available from <http://www.acblack.com> or <http://www.ultimatebusinessresource.com> at £40 (10% discount)

* Data from TNS Market Research Omnibus (www.tns-ri.co.uk) based on a sample of 1335 full and part-time workers aged between 16 and 64 in GB.

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