**Manager Competencies for Employee Engagement**

The CIPD commissioned research into the line manager competencies that have a demonstrable impact on employee engagement. They identified 11 competencies, of which the more important five were:

* Reviewing and guiding employees in their work, offering help and advice freely to employees and responding quickly and effectively to requests from employees for guidance and support.
* Providing feedback in a positive and constructive way, praising and thanking employees for their individual efforts and showing understanding when giving feedback on areas which did not go well.
* Giving employees an appropriate level of autonomy – striking a balance between giving guidance and responsibility. Involving employees in solving problems and making decisions that affect them.
* Showing a genuine interest in and consideration for employee’s personal lives outside of work, as well as taking an interest in their achievements and overall job satisfaction.
* Being available for employees when needed, and making time to help and support their team rather than focusing on their own issues and agenda.