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**TEAM WORK:** Darcy Bruce, Greg McCloud, manager Andrea Carolan, Kate Tynan and Graham Martin at Maloney Field Services. **Picture: Chris Mangan**

## A satisfied team leads to less time off, **Cara Jenkin** reports

GOOD managers are less likely to have staff who chuck sickies than their inept counterparts.

Research by global talent management firm SHL finds just 29 per cent of workers who have a good manager take days off when they are not sick, compared to 35 per cent of workers who rate the performance of their manager as below par.

One-third of employees say having too much responsibility or "burnout" is a reason for them to take sick leave when they are not ill. It topped the list of reasons to take a sick day, ahead of dealing with family issues, having other things to do or being bored at work.

National director Stephanie Christopher says the results are not surprising, given the influx of under-skilled managers in the workplace in the past few years.

"Organisations that continued to promote staff into management positions, despite scaling-back career development programs... are now feeling the effects of under-skilled managers," she says.

"Not all managers have the skill or ability to effectively manage team dynamics and individual performance.

"As a result, employees are taking mental health days because they're not coping."

Christopher says good managers understand each individual's way of working and

adapt their management approach to suit each worker to optimise productivity.

"Managers are the strongest link between employees and productivity. (They) must ensure their management teams are armed with the right skills to drive motivation and output throughout the business," she says.

She says employers must invest in development to attract and re-motivate management talent.

Maloney Field Services valuation director Andrea Carolan encourages staff to feel part of the team as part of her management style, and staff have responded by only taking days off when ill.