MANAGERMAKER GROUP COMPARISON

ManagerMaker Item	Avaya Overall	BUS OPS	GOV'T SOLUTIONS	HR	DEV & STRATEGY	CAO	FINANCE	CIO	GCS	SALES & MKTG	NETWORKING	SERVICES	GO TO MARKET
My manager cares about me.	4.05	3.93	4.19	3.92	4.11	4.31	3.88	4.28	3.84	4.05	3.96	4.04	4.14
My manager challenges me to be bold and innovative, take risks, go against the "status quo" (and allows me the freedom to make mistakes along the way).	3.89	3.77	3.94	3.74	4.14	4.07	3.70	3.99	3.74	3.98	3.81	3.89	4.09
My manager creates a climate where I feel I can be open, honest and talk freely.	4.20	4.05	4.30	3.88	4.48	4.38	4.02	4.42	4.08	4.23	4.20	4.21	4.27
My manager directly confronts problems and issues quickly as they arise in a constructive way.	4.00	3.81	4.14	3.78	4.14	4.23	3.89	4.14	3.87	4.00	3.99	4.00	4.08
My manager ensures that I understand Avaya's goals for this year.	3.86	3.79	3.98	3.81	3.84	4.07	3.65	4.00	3.59	3.97	3.92	3.88	4.02
My manager fosters my learning at Avaya.	3.72	3.54	3.90	3.69	3.83	3.94	3.62	3.86	3.48	3.73	3.57	3.71	3.85
My manager gives me regular feedback on the progress towards my goals & objectives.	3.70	3.63	3.87	3.62	3.69	3.87	3.50	3.87	3.51	3.73	3.68	3.71	3.83
My manager has clearly explained our team's strategy/goals.	3.91	3.82	3.96	3.84	3.87	4.12	3.74	4.08	3.73	4.01	3.89	3.91	4.03
My manager has expressed an interest in my career at Avaya.	3.71	3.60	3.84	3.60	3.68	4.01	3.61	3.91	3.48	3.70	3.65	3.70	3.75
My manager has helped me create a development plan.	3.45	3.45	3.55	3.44	3.53	3.67	3.30	3.51	3.20	3.39	3.41	3.48	3.47
My manager helps make Avaya a great place to work.	3.92	3.76	4.12	3.76	4.09	4.17	3.66	4.09	3.73	3.91	3.96	3.85	4.00

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My manager holds team meetings that are useful and informative.	3.92	3.78	3.93	3.93	3.88	4.08	3.69	4.05	3.83	4.02	3.93	4.00	4.09
My manager increases my pride in working for Avaya.	3.75	3.60	3.89	3.66	3.87	3.98	3.52	3.87	3.54	3.79	3.78	3.73	3.90
My manager leads respectfully, fairly and with authenticity; "he/she practices what he/she preaches".	4.16	3.99	4.27	3.98	4.32	4.45	3.99	4.33	4.01	4.17	4.13	4.08	4.26
My manager lets me make decisions that are appropriate for my job.	4.16	3.98	4.31	4.02	4.23	4.37	3.96	4.32	4.04	4.21	4.16	4.15	4.24
My manager makes sure I understand the expectations of my role and the standards on which am evaluated (objectives, demonstrated behaviors, and overall business impact).	3.95	3.85	4.06	3.77	4.00	4.23	3.78	4.09	3.74	3.98	3.95	3.98	4.04
My manager meets with us as a team regularly.	3.99	3.84	3.94	4.12	3.92	4.14	3.77	4.13	3.97	4.04	3.98	4.04	4.07
My manager provides regular feedback on my areas needing development.	3.62	3.58	3.74	3.59	3.61	3.83	3.45	3.79	3.39	3.64	3.55	3.66	3.77
My manager provides regular feedback on my strengths/accomplishments.	3.70	3.62	3.85	3.50	3.80	3.90	3.51	3.90	3.47	3.73	3.72	3.71	3.89
My manager recognizes me/thanks me regularly for my contributions to Avaya (formally or informally).	3.93	3.86	4.07	3.65	3.99	4.28	3.75	4.12	3.70	3.93	3.96	3.89	4.09
My manager spends enough one-on-one time with me to meet my needs.	3.92	3.71	3.99	3.95	3.96	4.30	3.80	4.07	3.77	3.83	3.91	3.86	4.05

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My manager understands Avayaâ€™s processes and helps us use them to get work done effectively.	3.96	3.87	4.03	3.89	4.06	4.11	3.87	4.15	3.79	3.94	3.87	3.98	4.01
My manager worked with me to set my goals for this fiscal year.	3.81	3.70	3.88	3.78	3.87	4.05	3.65	3.96	3.63	3.80	3.85	3.79	3.99
Overall, taking into consideration all of the skills of a people manager, my manager is effective at the people management aspects of his/her role.	4.03	3.86	4.15	3.85	4.17	4.29	3.88	4.23	3.87	4.02	4.01	4.02	4.15