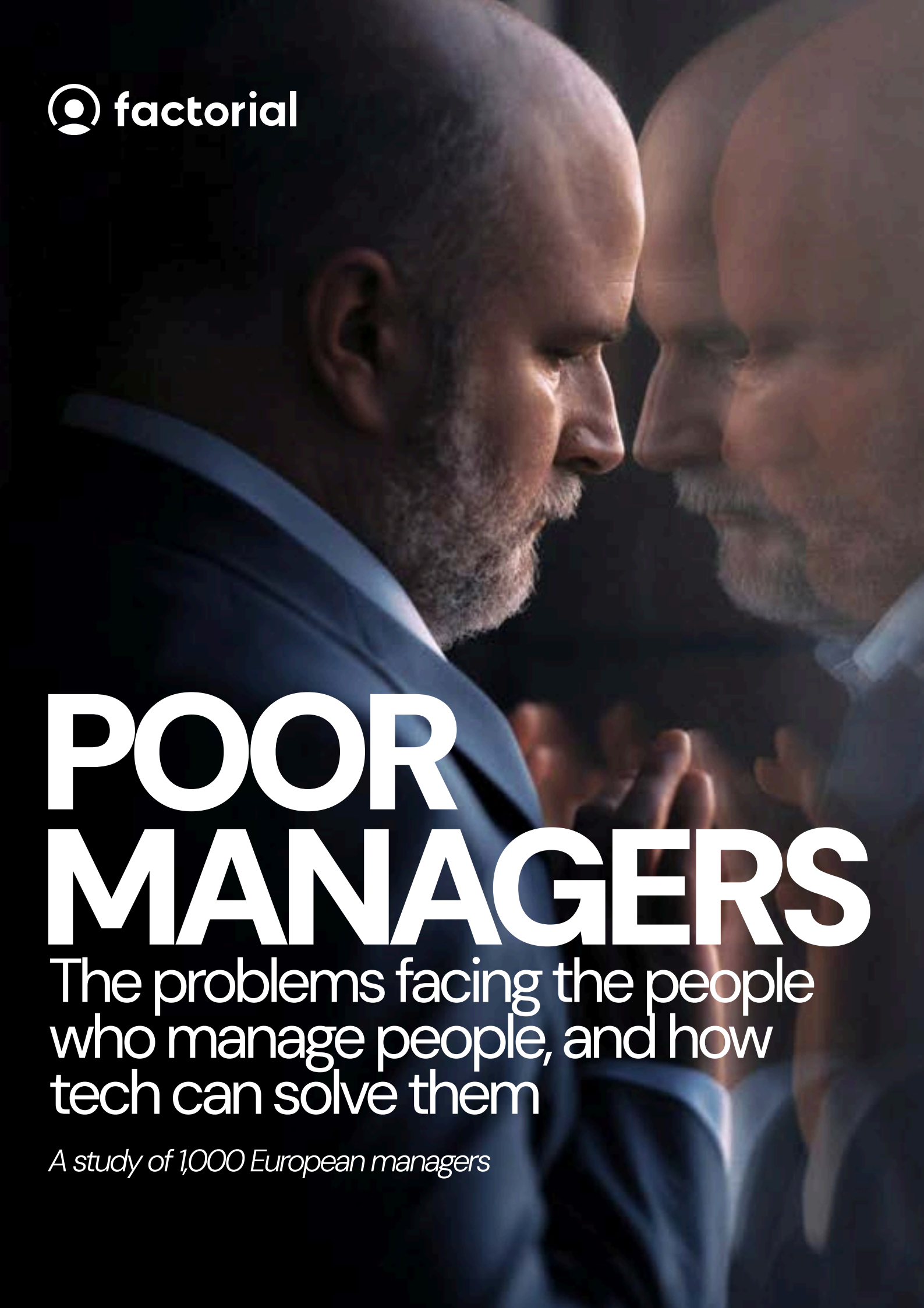
factorial



POOR MANAGERS

The problems facing the people who manage people, and how tech can solve them

A study of 1,000 European managers

Contents

The price of promotion 4

A global look 6

France 18

Germany 28

Italy 38

Portugal 48

Spain 58

Conclusion 68

Our methodology 78

The price of promotion

The reality of being a manager often falls short of expectations.

Yes, leading a team brings you more recognition, more money, and more status. But it also brings you more meetings, more stress, more emails, more calls, more chaos. **Everybody wants the title, but nobody wants the job**; over 43% of their working time is still spent on manual, repetitive tasks.

And so Factorial's **'Poor Managers'** campaign was born to spotlight the everyday struggles of being the boss.

Because reaching the top shouldn't feel like hitting rock bottom. And we believe that just **giving people a better title doesn't help them to become leaders,** but giving them the tools to excel in the role does.

So we're digging into the root causes of the problems and evaluating how effectively tech can help solve them.



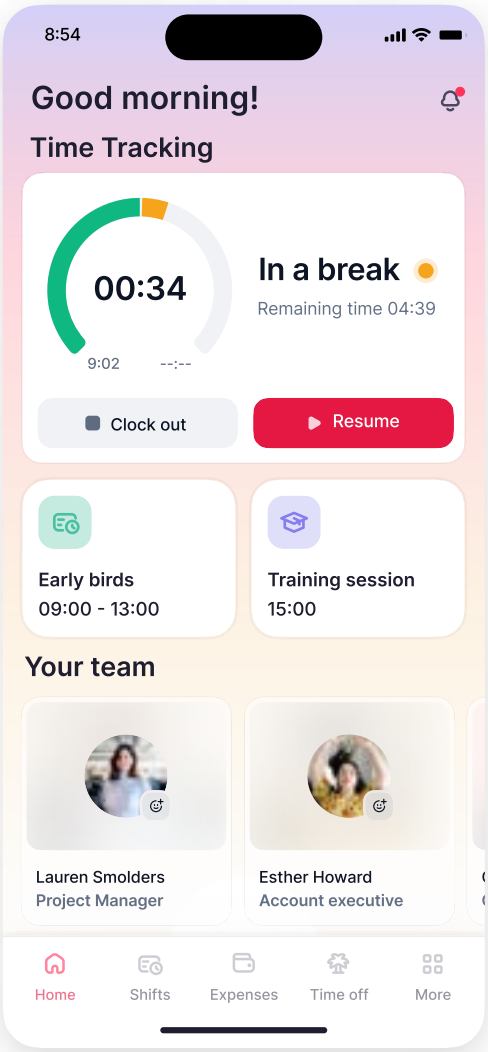
Watch the campaign video

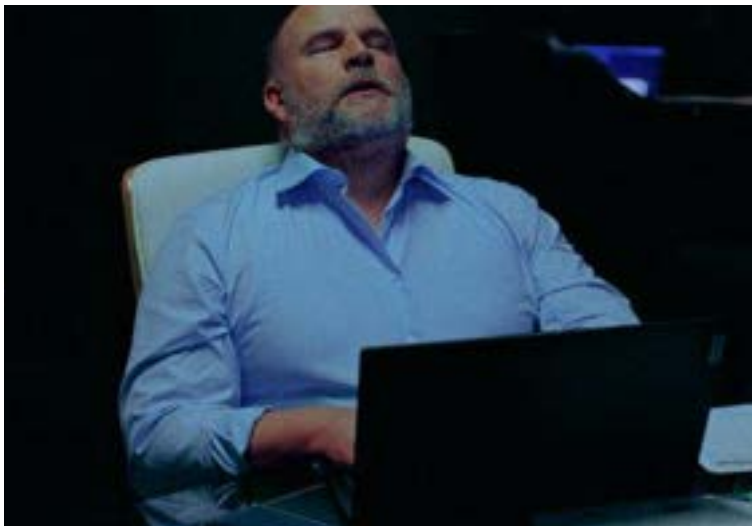
We surveyed managers across Spain, France, Italy, Germany, and Portugal, asking them about the **obstacles stopping them from being more impactful at work**, affecting their team's performance...and taking a toll on their mental sanity.

The key question we were hoping to answer was this: **How can we change the workplace for the better and improve the lives of managers across the globe?**

Unsurprisingly, bosses across Europe harbor similar frustrations. But they also share hopes for the future and ideas about how we can make work a more happy, fulfilling, and productive place.







A global look

Leaders are handling admin instead of generating impact

73%

say they'd be more effective with less manual, repetitive tasks.

43%

say their company has lost money due to poor assessments based on outdated or incorrect data.

82%

feel that workload prevents them from building strong relationships with their team.

7.6 hours

could be saved per week if operational, financial, and HR processes were centralized in one platform

Stuck on the work that gets in the way of work

Managers are fed up, but did they know what they were getting into?

A surprising proportion European managers believe that the reality of their role doesn't match their expectations (from 12% in Germany to 27% in Portugal). It's no surprise, given that, on average, **43% of their working time is wasted on manual, repetitive tasks.** This is especially true in Germany and Portugal (46%).

Have managerial roles become so associated with creating workflows rather than impact that aspiring managers now expect this?

This might be the case, but it's also true that **every manager has a manager**, and their expectations likely haven't changed. They're looking for innovation and results, not just completed spreadsheets.

Maybe for this reason, at least one in three managers in all countries believes that reducing manual tasks would significantly improve their professional life.

Taking on more responsibilities is the only way to move ahead professionally. But progression shouldn't be associated with less fulfilling work; it should be the opposite.

43%

of their working time is wasted on manual, repetitive tasks.

factorial

From managers to fire-fighters

But it's not just time-consuming admin giving managers headaches. When they finally have the time to tackle their real work - the work that can generate impact and prove their value - they're being set up to fail.

Throughout Europe, it seems that managing critical situations and organizational issues is a core part of managers' daily routines; **a significant portion of projects don't succeed due to poor internal organization.** In Spain, 47% of managers report this, in Portugal and Italy, over 40%, and in Germany, 32%.

Energy that should be invested in work is instead being drained on the *organization of* work. In other words, **'fire-fighting' is distracting managers from strategy.** And often, they're fighting against their own company's chaotic processes. Critical issue management is no longer an exception - it's routine.

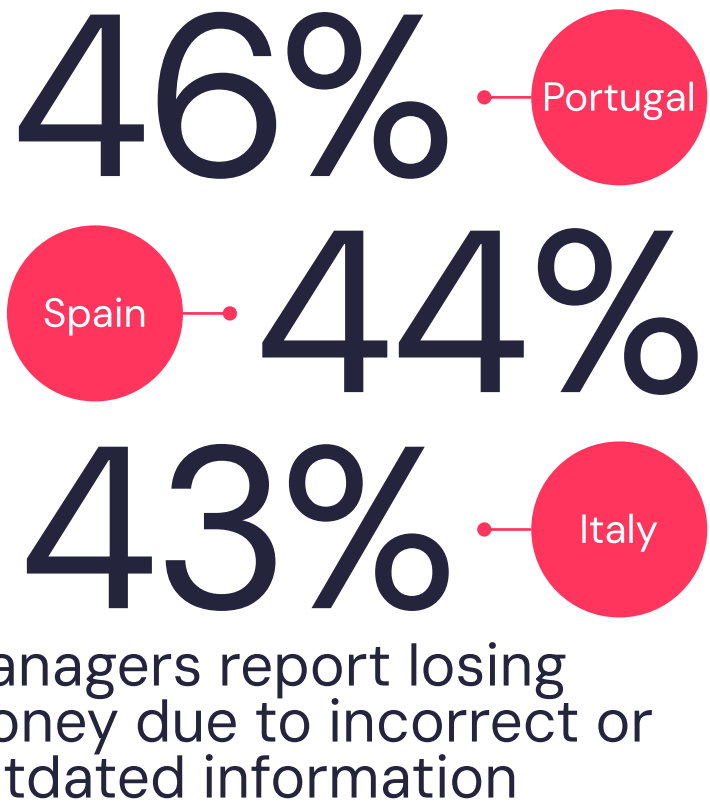
The only way around this is to empower leaders with clearer processes, better tools, and more agile structures.

40% of projects fail due to poor internal organization

Decisions based on instinct over insights

"Trust your gut." It's a widely accepted piece of advice. But when it comes to business decisions, your gut can only get you so far. Leaders need reliable data to support their strategies.

And yet, they're being **left to make decisions in the dark.** 43% of surveyed managers reported losing money due to incorrect or outdated information.



managers report losing money due to incorrect or outdated information

An average of 80% of managers admit to relying on gut feeling over data.

It's a fine line between investing and gambling, and companies are forcing managers to cross it by not providing them with accurate numbers. When leaders are left to play a guessing game with company money, no one wins; businesses lose money on unprofitable projects, and managers miss the targets they need to hit to grow.

For businesses and the people in them to thrive, they need to cultivate a data-driven culture. This all starts with providing centralized, real-time data that leaders can easily access and understand.

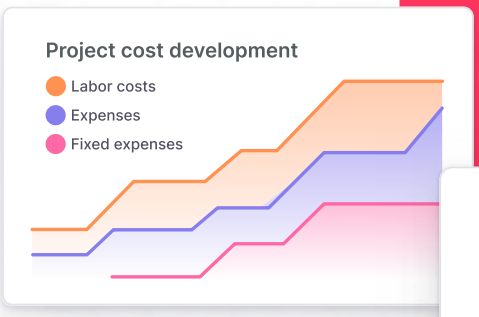
Because insights are the precursor to impact.

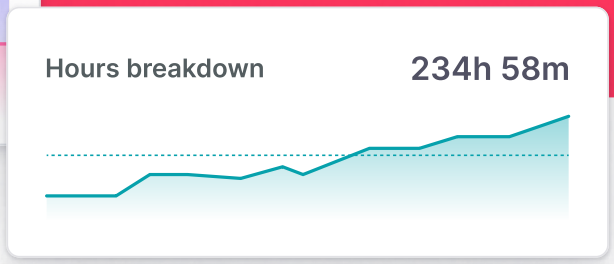
Turn insights into impact

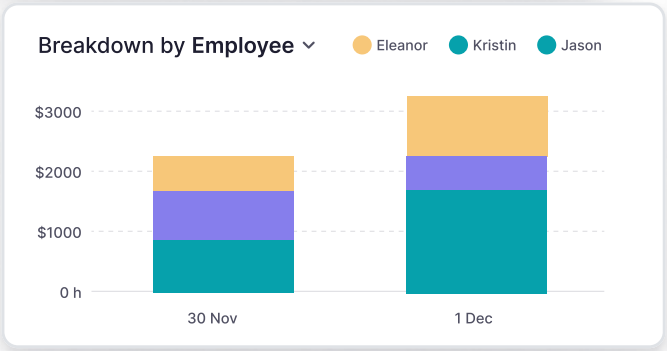
Strategies that grow companies aren't devised in the dark.

That's why **Factorial's Finance and Project solutions** empower managers with information. Our platform shows where costs are exceeding budget so leaders can pull back, and which projects are driving profits to double down quickly.

Managers can track budgets, spending, and project progress in real time to make better decisions confidently and drive growth.







Relying on gut feeling over data

80%

The 9–5 is spilling into the 5–9

The financial health of any company is a priority, but what about the mental health of its employees? The cost of all of these problems (disorganization, fire-fighting, lack of clarity) is not just operational – **it's human, too.**

Workplace stress is no longer confined to the workplace. Leaders might be able to switch off their laptops, but it's much harder to switch off their thoughts. In Italy, 74% of managers say work stress impacts their personal life. In Portugal and France, the figure exceeds 70%.

The majority of managers are **bringing frustrations home with them** – and even later than they should. Working overtime to compensate for inefficiencies is common across the board: from 57% (Spain) to 68% (Germany).

It's a double whammy: less personal time of lower quality. How can they then be expected to recharge and bring their A-game to work the next morning?

Working overtime to compensate for inefficiencies is common across the board.

Managers say work stress impacts their personal life.

74%

Italy

66%

Spain

The dangers of being too busy to bond

It's not just about the mental health of managers but their teams, too.

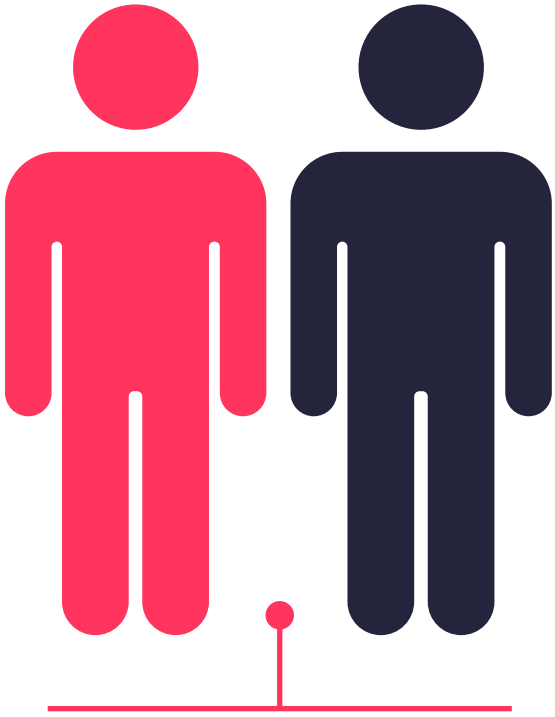
Stress is contagious, especially when it stems from the people at the top. But more than that, building relationships with direct reports and earning their trust takes time - something that leaders don't have. 82% feel that **workload often prevents them from building strong, meaningful relationships** with their teams.

These **relationship gaps are a retention risk** as they create chasms between the employee and the company. It's a tale as old as time: a disengaged employee, a distracted manager too distant from their team to notice.

On average, 1 in 2 managers have **found out too late that a team member was unhappy.** This is especially true in Spain (58%), followed by Italy and Germany (50%). Losing a valuable team member due to a lack of support is a reality for 39% of managers.

It's easier (and cheaper) to make adjustments than replacements; it just takes knowing someone is unhappy in the first place, which requires tools, time, and trust.

factorial



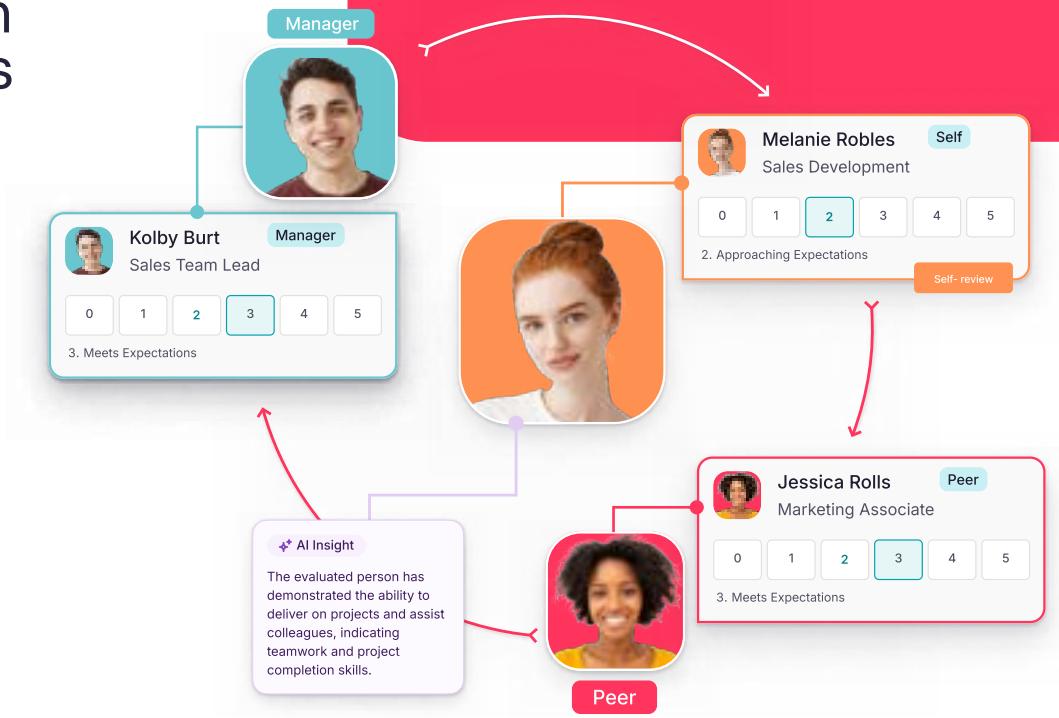
1 in 2

managers have found out too late when a team member was **unhappy**

Strengthen teams, skyrocket performance

When managers are overwhelmed, it's easy to miss warning signs.

But with **Factorial's Talent solutions,** managers can stay connected to their teams. Automated **Performance Reviews** make it easy to open up meaningful conversations to create a culture of trust, and track development to help team members fulfil their potential.



A unified call for unification of processes

Managers across Europe are in agreement: there's not enough time in the day to perform their role to the best of their abilities. They also agree on what takes up most of it: **switching between systems.**

On average, they're using **4 different tools every day to manage their work,** most of which don't communicate with each other. Efficiency is lost here across the board. In Italy, this translates to 9 hours lost per week, in Spain, it's 8, and in the other countries, 7. That's a concerning chunk of every 40-hour working week that companies have nothing to show for.

Simply connecting processes in one place could **save companies between 46-59 full days each year**. That time makes rooms for growth. It provides an opportunity to invest, whether that's into a profitable project or a team expansion.

Managers believe they could leverage that time even more with automation. The support is unanimous, with over 70% of managers in all countries saying they'd be more effective and satisfied without manual tasks. This reaches over 90% in Portugal.

The rhetoric about people being hesitant to automate still exists, but the numbers tell us something else: **they're not afraid of it, they're asking for it** as a way to be more present, more effective, and more fulfilled.

Leaders are calling for centralization and automation. Will *their* leaders listen?

factorial

9h
lost per week

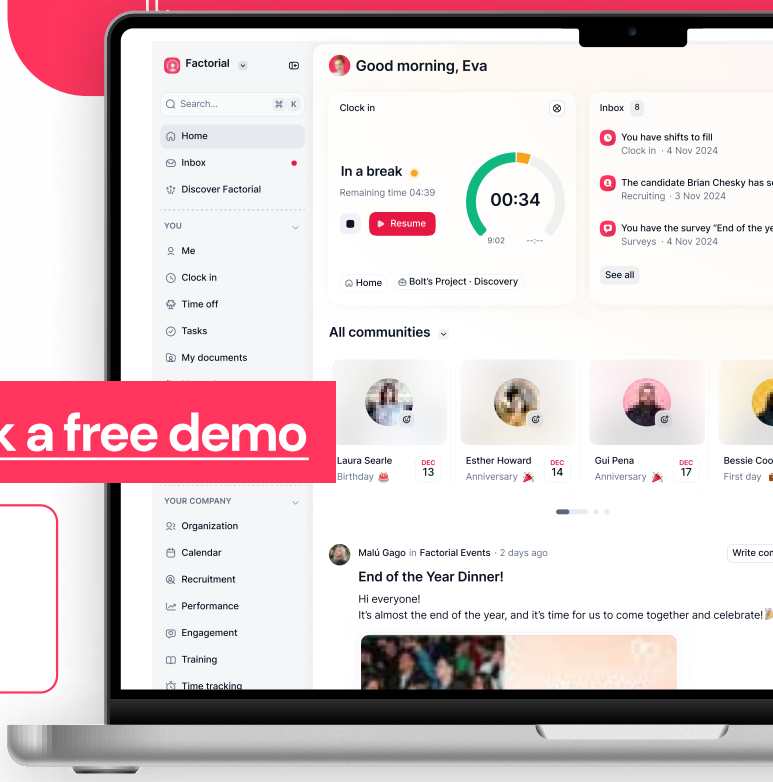
8h
lost per week

7h
lost per week

Connect all you need to manage your team

Factorial is the business management software that connects all you need to manage your team. It automates repetitive tasks, from hiring and holidays to performance reviews and payroll prep, saving managers time to focus on their people.

The easy-to-use platform unifies processes but decentralizes tasks so every team member has the power to participate. It gives leaders visibility over time, projects, goals, and spending to make data-driven decisions that grow their company and the people in it.



Book a free demo

France

69%

say they'd be more effective with less manual, repetitive tasks.

40%

say their company has lost money due to poor assessments based on outdated or incorrect data.

83%

feel that workload prevents them from building strong relationships with their team.

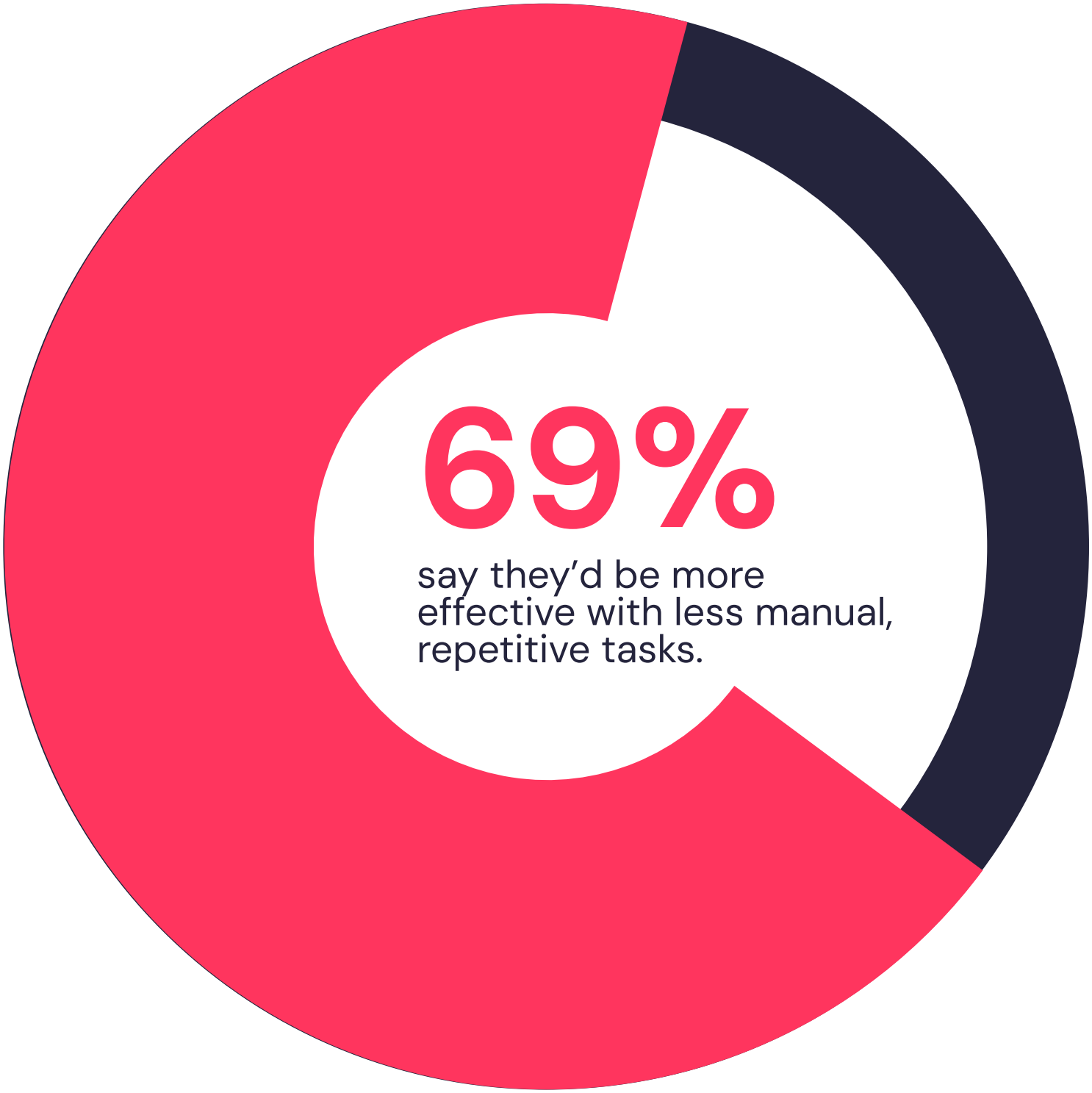
7 hours

could be saved per week if operational, financial, and HR processes were centralized in one platform

How can managers deliver when the role doesn't?

Ask a new manager in France what they expected from the job, and you might hear words like "leadership," "impact," and "big-picture thinking." Ask a seasoned manager about their day-to-day, and you'll find a totally different reality: **26% of managers say the role didn't live up to its promise.**

Instead of leading with vision, they're knee-deep in spreadsheets, emails, and approvals. A staggering **41% of their time is drained by manual tasks.**


69%
say they'd be more effective with less manual, repetitive tasks.

The financial guessing game

In theory, managers should be financially fluent, able to track profits and losses, and make decisions with clarity. But in France, over one-third (35%) **don't have access to reliable profitability data.** And it's businesses paying the price; 40% say their company has lost money due to outdated or incorrect data.

When data fails, people are forced to make guesses. In fact, 84% of French managers admit they rely on assumptions. They're making crucial decisions blindfolded and being forced to gamble rather than invest intelligently.

40%

of managers say their company has lost money due to poor assessments based on outdated/incorrect data

Work–life imbalance

All this admin and guesswork is stopping companies from reaching their full potential. But there's a human cost, too.

75% of managers in France say they're stressed because of disorganized systems. Disjointed tools, unclear processes, and constant firefighting take their toll.

And it doesn't stay at the office. 61% say work stress affects their personal life, and 62% of them are clocking extra hours just to keep up. It's no wonder 61% of managers have had to cancel or postpone a personal event due to work emergencies or requests.

When the boundaries between work and life break down, burnout builds up.

83%

feel their workload prevents them from building/maintaining strong relationships with their team members

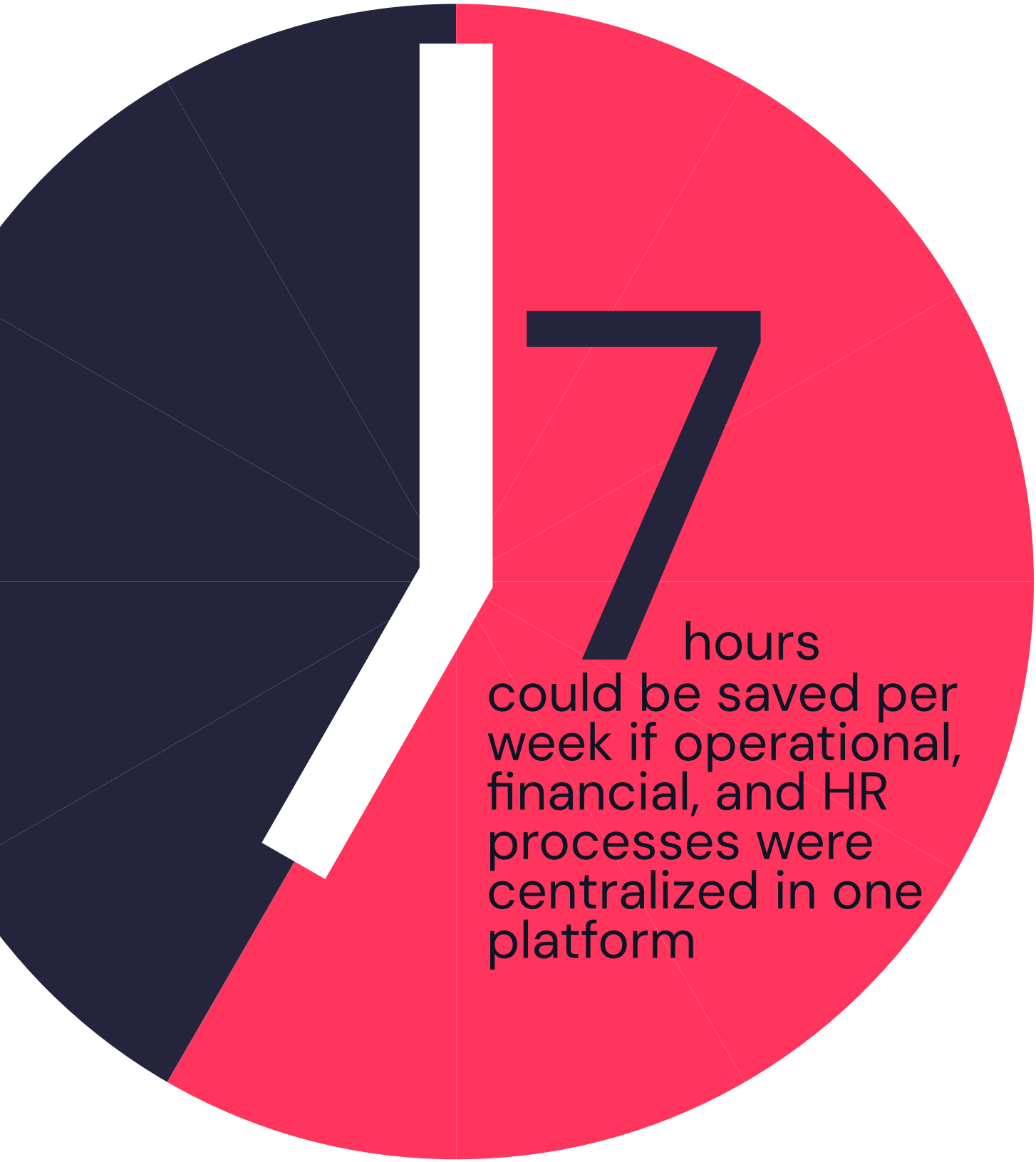
Operational issues are cultural ones

These issues don't just impact the manager, they echo across the entire team. When 56% of managers **say inefficiencies are directly stressing out their teams,** it's clear that operational issues become cultural ones.

But it's not just the processes themselves causing problems - it's the time they steal from getting to know each other. Time-poor leaders don't have the hours in the day to invest in building relationships with people at work. 83% of them admit their **workload is harming relationships with their team.**

But these connections are crucial to creating foundations of trust. Without them, it's impossible to know how satisfied team members are in their roles and what they need to grow. Nearly half (47%) have realized a team member was unhappy when it was too late to do anything about it.

In chaotic environments like this, teams can't perform at their fullest. On average, **they're running at 65% of their full potential.** People aren't given opportunities to grow, which means companies aren't, either.



hours could be saved per week if operational, financial, and HR processes were centralized in one platform

Fix systems, free leaders

And yet, there's a silver lining: most of this is preventable, and managers agree on the solution. They believe they would be more effective (69%), happier (72%), and more present with their team (79%) if their repetitive, manual tasks were automated.

Centralization poses another big win for French managers. Currently, they're **switching between four tools a day.** The lack of integration between them is costing seven hours a week, which means **unifying processes could save almost a full day per week.** Managers could spend less time digging for information and more time acting on it.

Above all else, one thing is crystal clear: tech can free managers to lead like they were meant to, so that they can stop handling admin and start generating impact.

Germany

70%

say they'd be more effective with less manual, repetitive tasks.

40%

say their company has lost money due to poor assessments based on outdated or incorrect data.

77%

feel that workload prevents them from building strong relationships with their team.

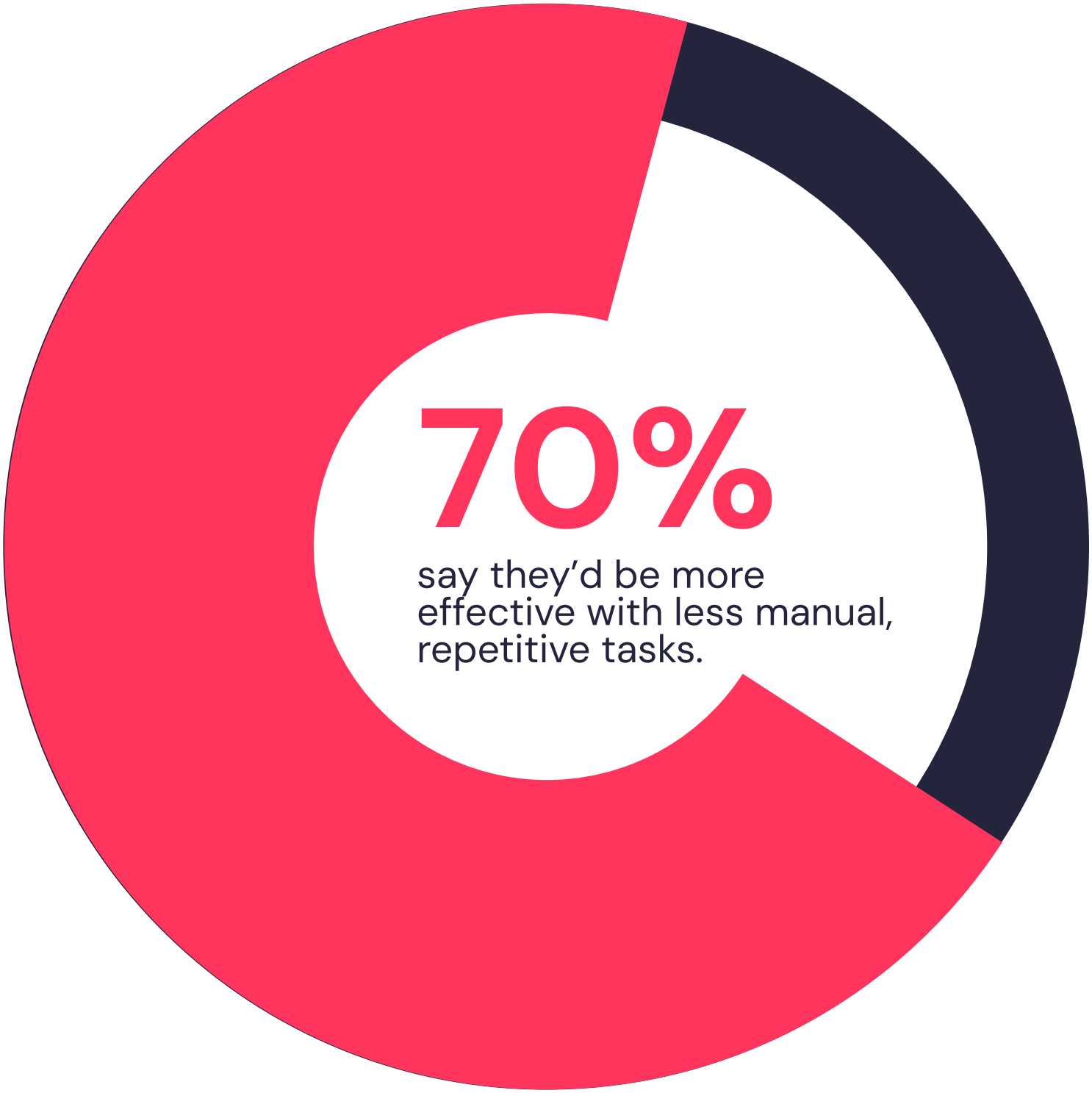
7 hours

could be saved per week if operational, financial, and HR processes were centralized in one platform

How can managers deliver when the role doesn't?

Ask most managers in Germany, and they'll say the role delivered on what they expected - 88% of them, in fact. But dig deeper, and it seems the role itself might be broken.

Instead of steering strategy or shaping culture, managers are stuck managing tasks. 46% of their working time is spent on manual admin - slogging through reports, processing approvals, and toggling between tabs. It's no surprise that 32% say reducing repetitive work would significantly improve their professional life.


70%
say they'd be more effective with less manual, repetitive tasks.

The financial guessing game

German managers are expected to be analytical. Data-driven. Precise. But nearly a third don't have quick access to reliable data about their projects' profitability. They're operating blindfolded, so it's no surprise that 40% have already seen real losses happen due to outdated or incorrect information.

With no solid dashboard to steer from, 73% are leaning on assumptions and instinct to make calls. Decisions get made in the dark; that's not strategy, that's risk.

40%

of managers say their company has lost money due to poor assessments based on outdated/incorrect data

Work-life imbalance

Behind the numbers is a human story: stress. 68% of German managers say internal disorganization is a top source of workplace stress, and that pressure doesn't ease when they leave the office.

More than half (54%) say stress is affecting their personal life, and 68% are working overtime to compensate for broken systems. It's a recipe for burnout, and companies are stirring the pot.

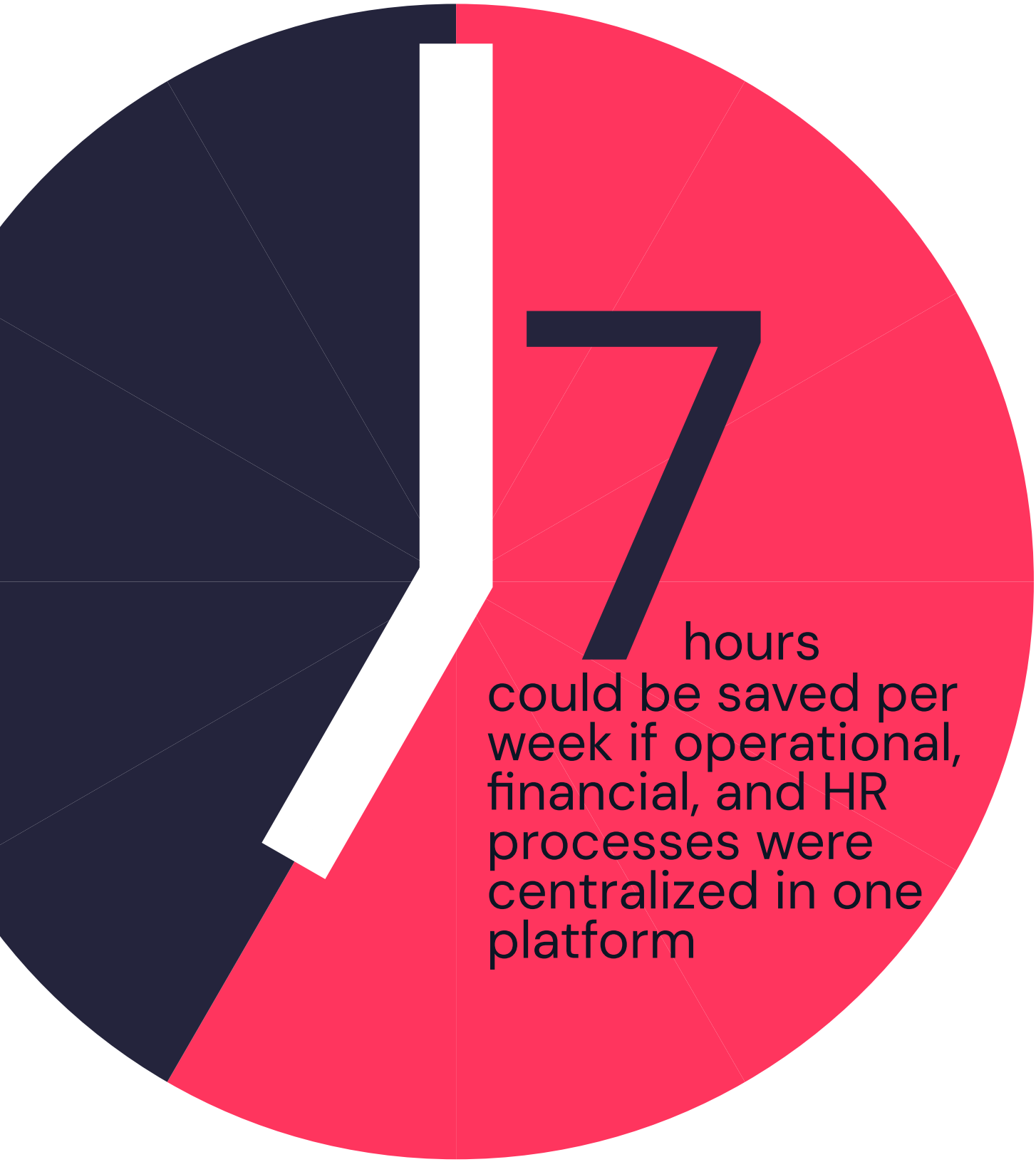
77%

feel their workload prevents them from building/maintaining strong relationships with their team members

Operational issues are cultural ones

This chaos is contagious; a massive 52% of managers say their team's stress is directly tied to poor process management. And when teams are under pressure, leaders can't build the relationships that matter.

77% of German managers admit their workload is getting in the way of connecting with their people. And connection matters - because without it, warning signs get missed. Half of managers only discovered a team member was unhappy when it was already too late. Another 32% have lost someone valuable because they didn't feel supported.



hours could be saved per week if operational, financial, and HR processes were centralized in one platform

factorial

Fix systems, free leaders

But there's a way out, and managers know it. They don't want a new title, they want a new system; 70% say they'd be more effective with fewer manual tasks, and 76% believe they'd be happier at work if those tasks were automated.

Right now, German managers are bouncing between four disconnected tools every day — and it's costing them seven hours a week. That's almost a full day lost to clicking, chasing, and checking.

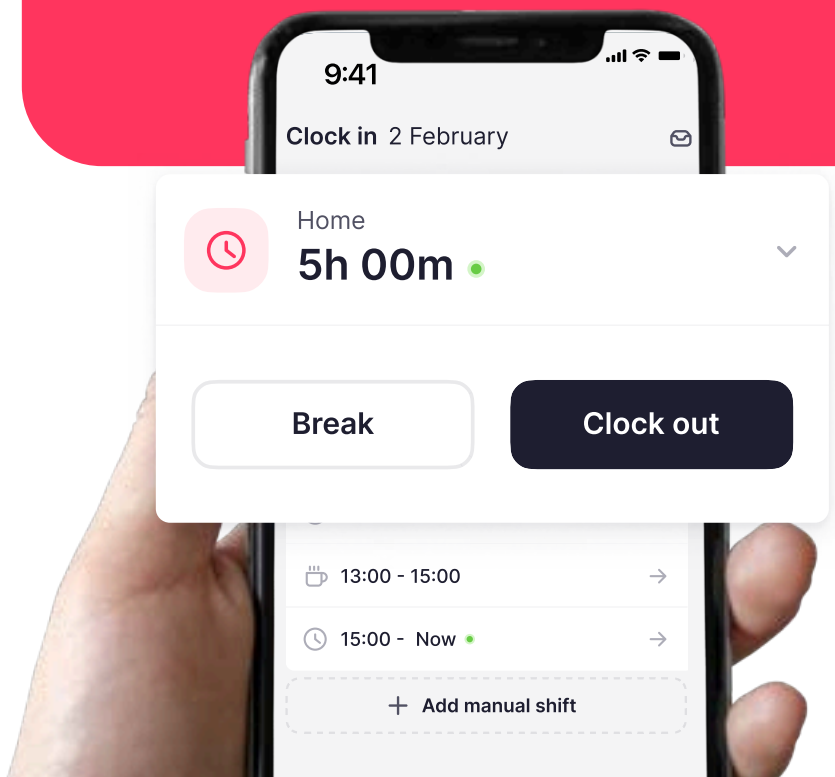
But with tech that talks and processes that connect, they could ditch the admin and reclaim their real role: leading people, driving impact, and being present. In fact, 82% say automation would help them do exactly that.

Because in the end, the job shouldn't be about juggling tools, it should be about leading people.º

Digital is becoming the default

Digitization in Germany is no longer a nice-to-have; it's becoming a legal must. With the upcoming **mandatory electronic time tracking requirement**, companies and their managers will soon need to digitize how they record working hours.

Factorial's Time Tracking solution makes monitoring work hours, overtime, and breaks simple, so you can stay compliant with minimal effort.



Italy

67%

say they'd be more effective with less manual, repetitive tasks.

43%

say their company has lost money due to poor assessments based on outdated or incorrect data.

89%

feel that workload prevents them from building strong relationships with their team.

9 hours

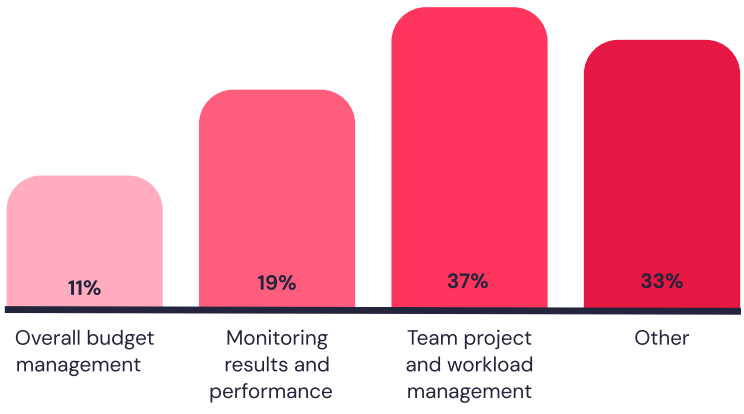
could be saved per week if operational, financial, and HR processes were centralized in one platform

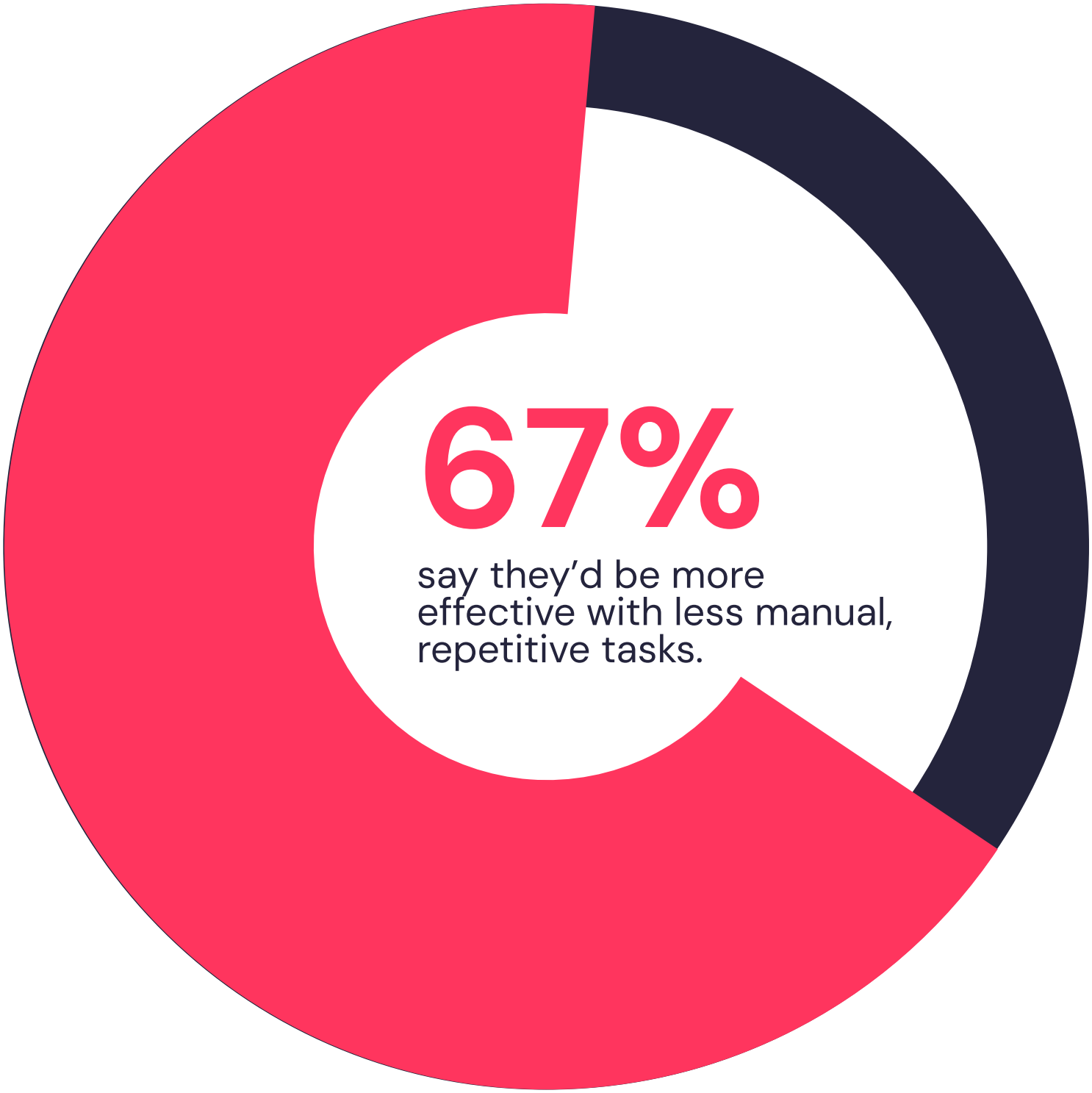
How can managers deliver when the role doesn't?

For Italian managers, the reality of being a manager doesn't align with their hopes of being one. One in four say the job hasn't met their expectations. Instead of driving strategy or mentoring talent, their time is eaten up by admin - 43% of it, to be exact.

It's no surprise that 35% think of reducing manual tasks as the number one thing that would transform their working life.

What tasks take up more of your time?




67%
say they'd be more effective with less manual, repetitive tasks.

factorial

The financial guessing game

Managers should have a crystal-clear view of their company's financial health, and yet a quarter don't have visibility into project profitability. Without reliable data, they're left to fill the gaps with guesswork.

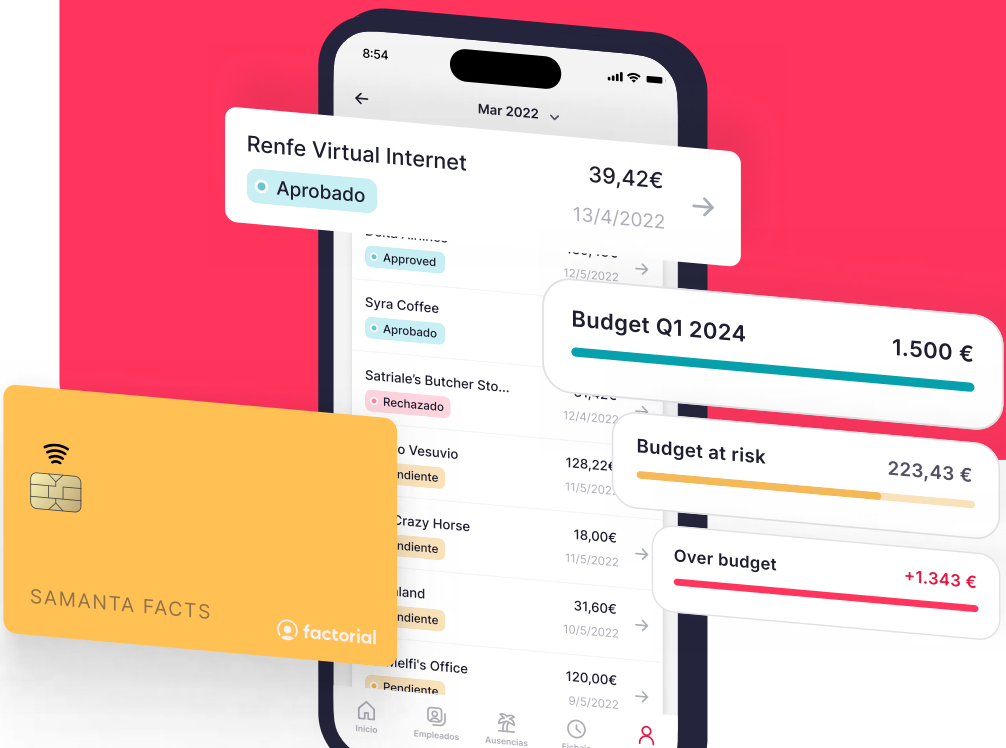
All Italian managers surveyed admitted to making intuition-based decisions. The consequences are tangible: 43% say their company has lost money due to poor assessments. Instinct is powerful, but it's no substitute for real insight.

Trace costs or face fines

Making guesses doesn't just implicate your business financially, but legally, too.

On 1st January 2025, **Italy's latest Budget Law** introduced mandatory traceability for employee expense reimbursements. This change requires digital tracking of payments to ensure both compliance and fiscal benefits.

Factorial Expenses, powered by employee debit cards, helps companies automatically **track, categorize, and validate business expenses** in real time, simplifying the reimbursement process.



43%

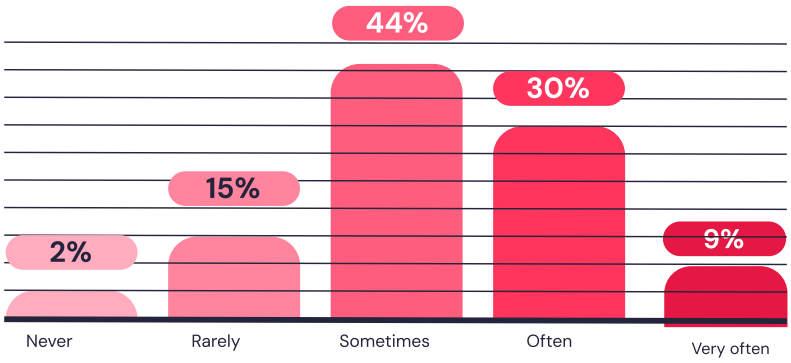
of managers say their company has lost money due to poor assessments based on outdated/incorrect data

Work-life imbalance

Disorganization isn't just inefficient, it's exhausting. 83% of Italian managers report stress due to internal chaos. And it's following them home; 74% say work stress seeps into their personal life, and 66% are putting in extra hours just to keep their heads above water.

Stress is one problem, sacrifice is another. 63% have postponed or cancelled personal plans because of work emergencies.

How often do you experience stress or anxiety due to disorganization at work?



89%

feel their workload prevents them from building/maintaining strong relationships with their team members

Operational issues are cultural ones

The impacts can be felt across the entire team. 89% of Italian managers say their workload interferes with building strong team relationships. Without time to check in, connections can become frayed, and teams start slipping through the cracks.

Half of managers have realized too late that a team member was dissatisfied, and 44% have actually lost valuable employees because support wasn't there when it mattered.

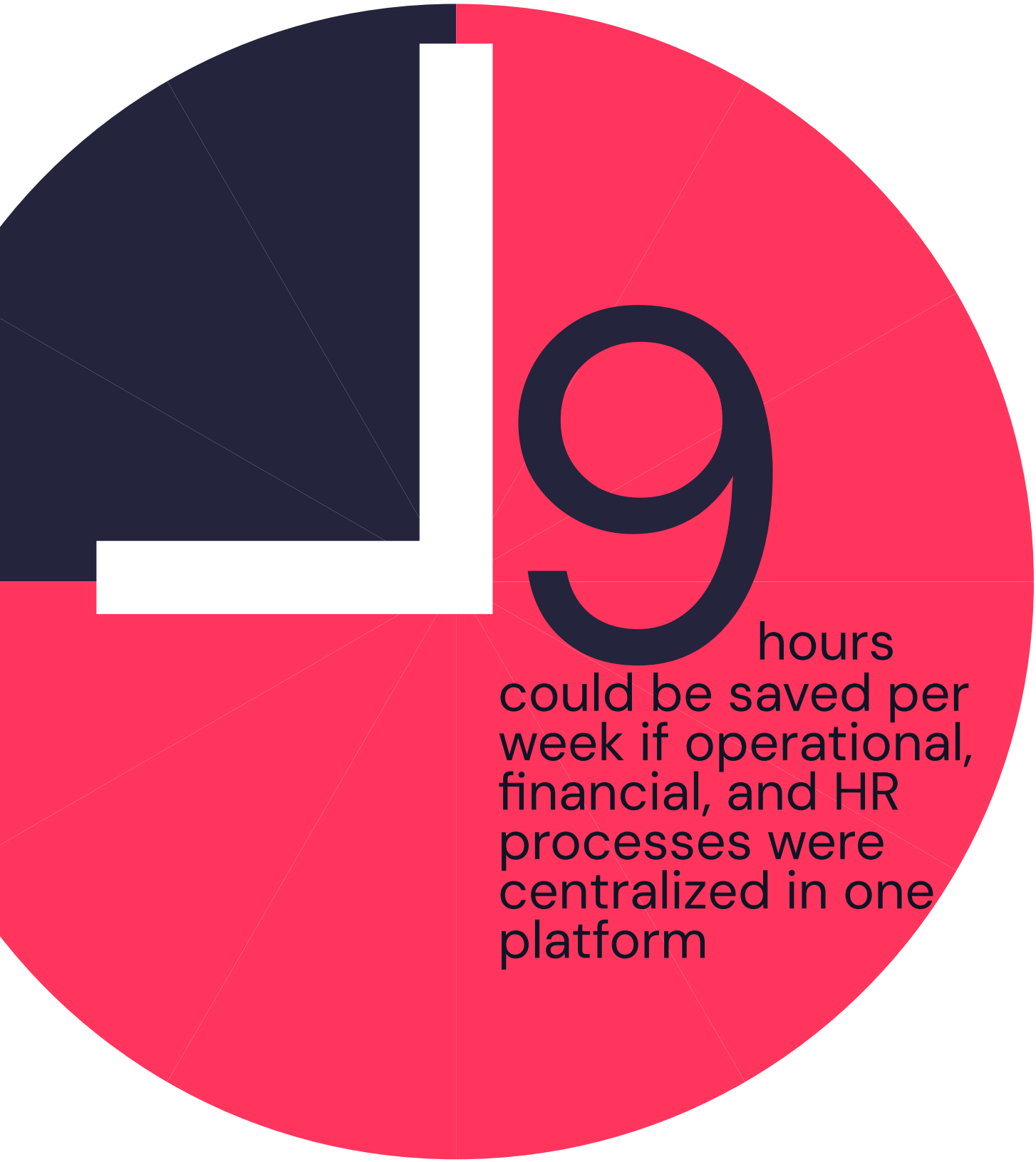
It seems that broken processes are pushing teams to their limits; 58% of managers confirm their team's stress is tied to inefficiencies.

Bad workflows don't just harm productivity, they damage culture.

Are team expressing their full potential?



7/10



hours could be saved per week if operational, financial, and HR processes were centralized in one platform

Fix systems, free leaders

The silver lining? Managers agree on the solution. 67% say they'd be more effective with fewer manual tasks, and 73% say they'd be happier, too.

Right now, Italian managers are juggling four tools a day, costing them nine hours a week. That's almost a day that could be reclaimed if everything they needed lived in one, integrated place.

Most also believe that automation is key, with 82% saying it would let them be more present with their teams. Give leaders time to lead, and they'll give companies room to grow.

This plan offers tax credits to companies investing in digital technologies and automation. By encouraging the adoption of advanced tools, the initiative supports managers in reducing manual workloads and enhancing operational efficiency.

Portugal

86%

say they'd be more effective with less manual, repetitive tasks.

46%

say their company has lost money due to poor assessments based on outdated or incorrect data.

86%

feel that workload prevents them from building strong relationships with their team.

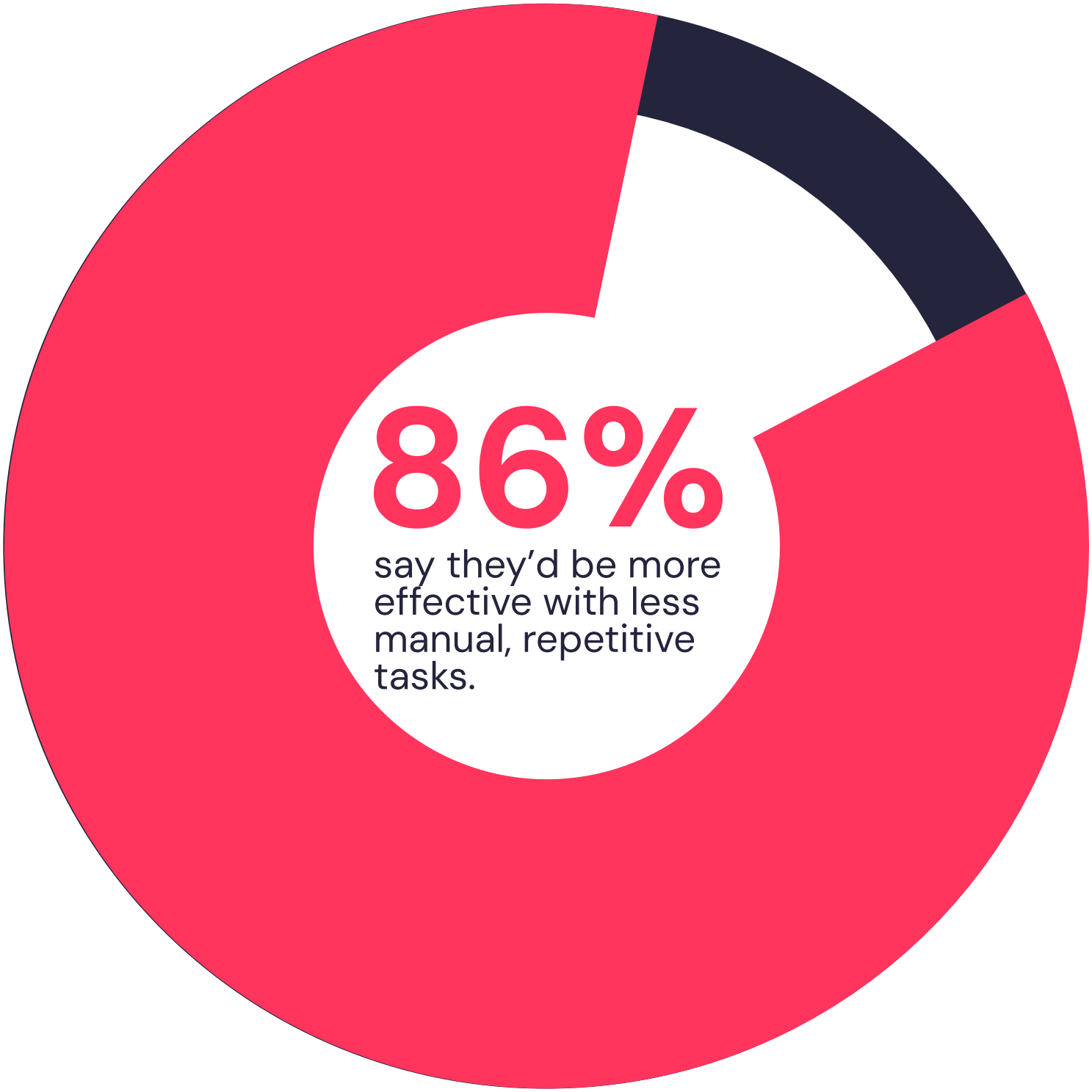
7 hours

could be saved per week if operational, financial, and HR processes were centralized in one platform

How can managers deliver when the role doesn't?

Becoming a manager in Portugal often starts with ambition - the desire to lead, to grow a team, to drive impact. But for 27% of managers, the reality didn't live up to that.

Instead of setting direction, managers find themselves stuck doing manual, repetitive work. 46% of their time is lost to admin tasks - approvals, paperwork, endless process-chasing. 36% say cutting these tasks is the single biggest thing that would transform their work life.


86%
say they'd be more effective with less manual, repetitive tasks.

The financial guessing game

Managers can't make strategic decisions without visibility. But that's exactly what they're forced to do. 25% say they don't have easy access to reliable financial data. That lack of clarity creates real risk: 46% have seen their companies lose money due to poor decisions based on outdated or incorrect inputs.

And when data is missing, leaders rely dangerously on instinct. 78% of managers have relied on assumptions rather than solid insights.

46%

of managers say their company has lost money due to poor assessments based on outdated/incorrect data

Work-life imbalance

The human cost of this chaos is steep. 80% of Portuguese managers experience regular stress due to disorganization.

For most, that stress doesn't switch off when their laptop does. 72% say work stress impacts their personal life. And, despite legal limits on overtime in Portugal (2 hours/day, 150 hours/year for SMEs), 64% of managers work beyond their contracted hours — often without formal tracking or compensation. This creates compliance risks for businesses and raises serious questions about sustainable work practices.

Cultural norms of constant availability may be silently contributing to stress. 74% of managers have cancelled personal events due to last-minute work requests.

This suggests the need for not just new tools, but also a different mindset around leadership boundaries.

86%

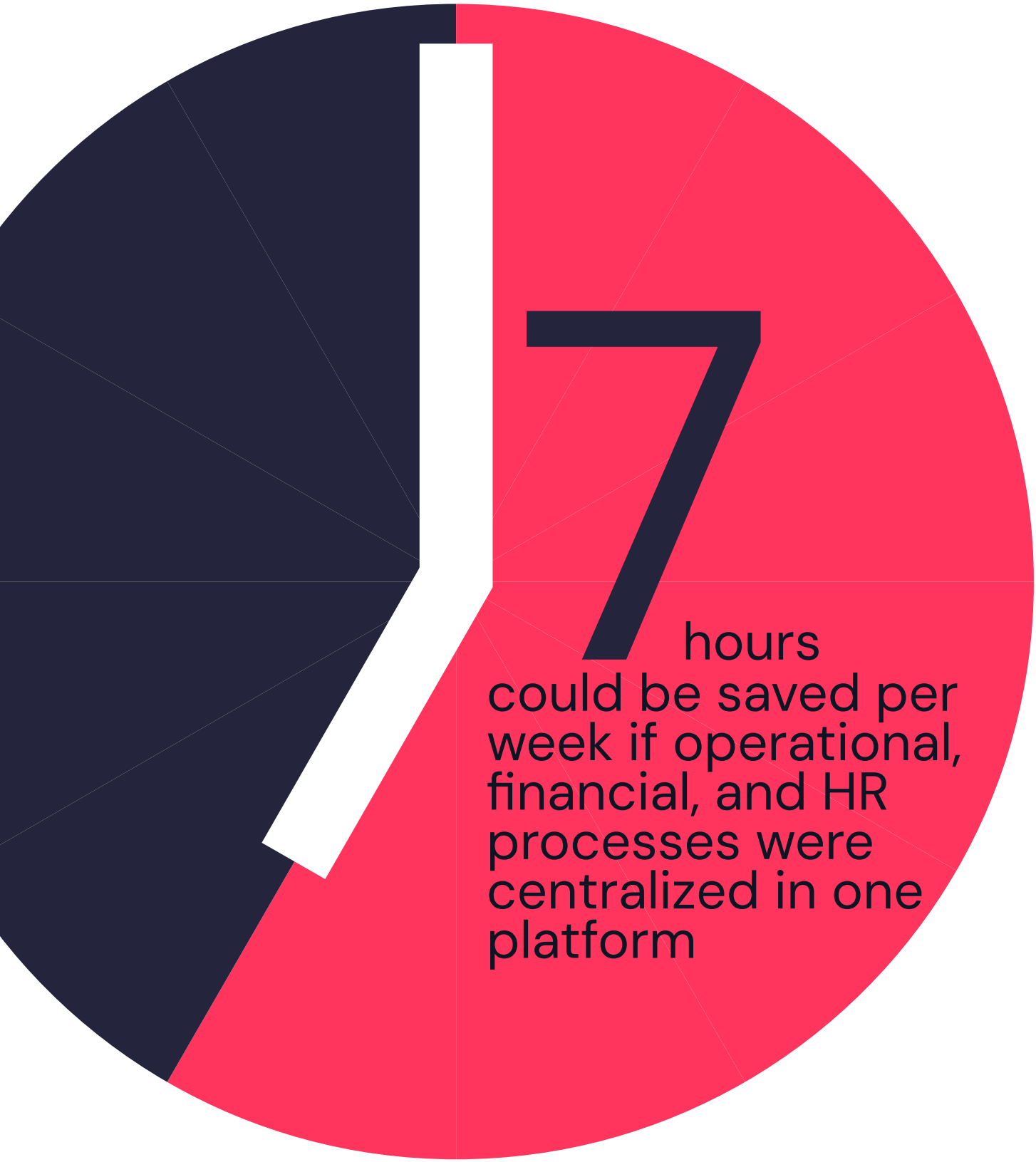
feel their workload prevents them from building/maintaining strong relationships with their team members

Operational issues are cultural ones

When managers are stretched thin, their teams feel it too. 86% of Portuguese managers admit their workload prevents them from building strong, personal relationships with their team.

Without these connections, trust and communication can break down. 46% found out too late that a team member was unhappy, and 42% have lost a valuable employee because they didn't spot the warning signs.

Poor internal processes also increase the likelihood of people leaving. 66% of managers say inefficient systems directly increase their team's stress levels.



hours could be saved per week if operational, financial, and HR processes were centralized in one platform

Fix systems, free leaders

Managers know what's broken – and they know how to fix it. 86% say fewer manual tasks would make them more effective, and 89% say it would make them happier at work.

Right now, they're wasting an average of seven hours a week switching between four tools every day. That's a full day lost every week that they could spend coaching, strategizing, and leading. Through centralization and task automation, 92% of managers believe they could be more present with their teams.

Because leadership doesn't happen in between tabs and tools. It happens when managers finally have the freedom to lead.

Digitalize at a discount

To help encourage this, Portugal's PRR (Recovery and Resilience Plan) allocates significant **funds to help SMEs** adopt digital tools and process automation.

Scan the QR code to find out more or **click here**.

Spain

72%

say they'd be more effective with less manual, repetitive tasks.

44%

say their company has lost money due to poor assessments based on outdated or incorrect data.

74%

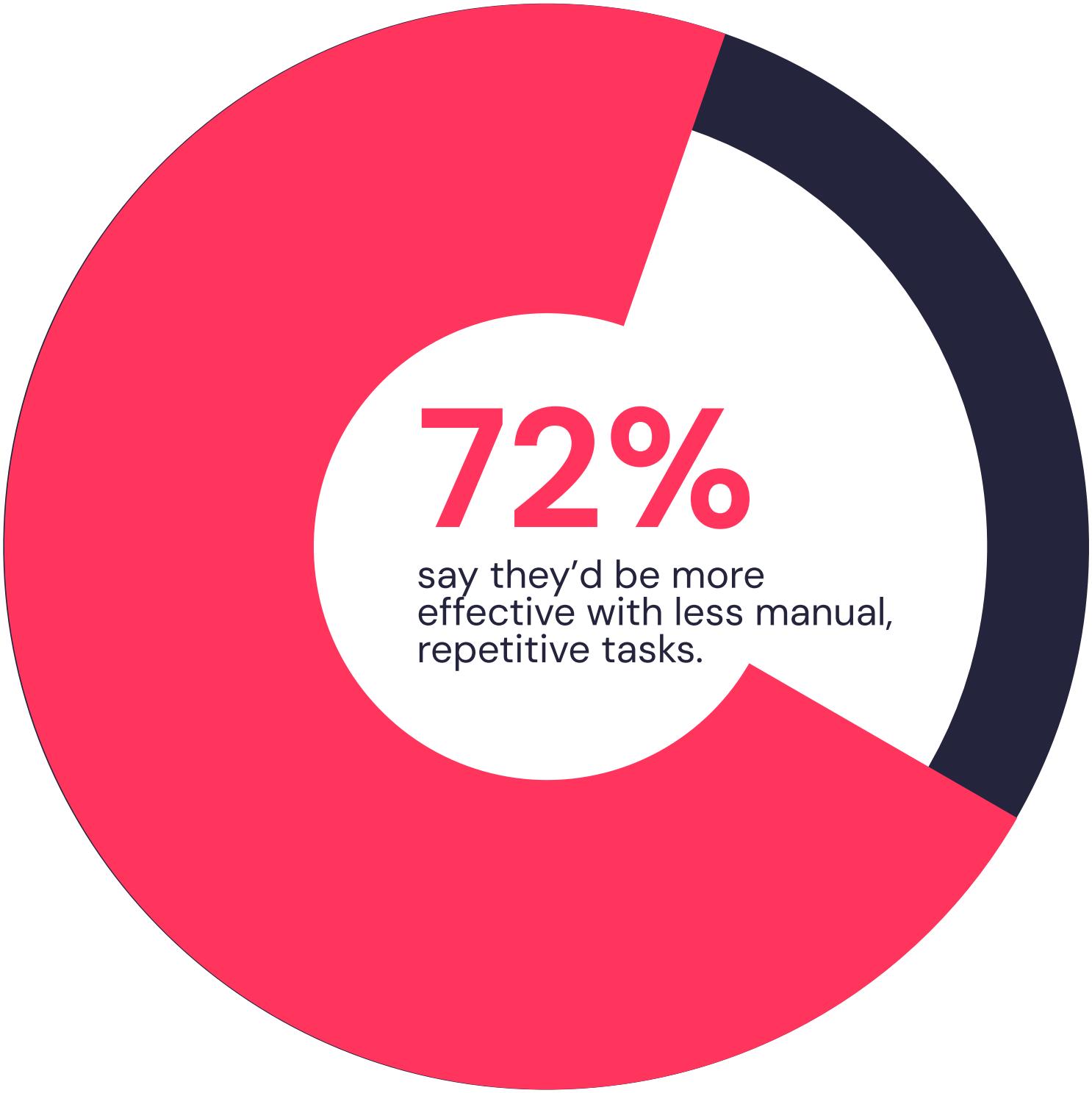
feel that workload prevents them from building strong relationships with their team.

8 hours

could be saved per week if operational, financial, and HR processes were centralized in one platform

How can managers deliver when the role doesn't?

For 24% of managers in Spain, the reality of the job hasn't lived up to the expectations. Instead of shaping strategy and culture, they're bogged down by routine tasks; 41% of their time is consumed by manual admin work. It's no wonder 1/4 managers say cutting manual tasks would be the number one improvement to their work life.


72%
say they'd be more effective with less manual, repetitive tasks.

The financial guessing game

Spanish managers might feel financially savvy - 90% say they understand how projects impact performance - but the numbers tells a slightly different story. Almost half (44%) say their companies have lost money because of decisions based on outdated or incorrect data.

Many are even leaning on instinct over insights. 77% still admit they rely on assumptions rather than concrete information to make decisions. How dependable are plans rooted in uncertainty?

With Factorial Expenses, teams can easily upload receipts, control spending, and stay compliant with Spain's new digital invoicing regulations — all from one platform.

44%

of managers say their company has lost money due to poor assessments based on outdated/incorrect data

factorial

Work-life imbalance

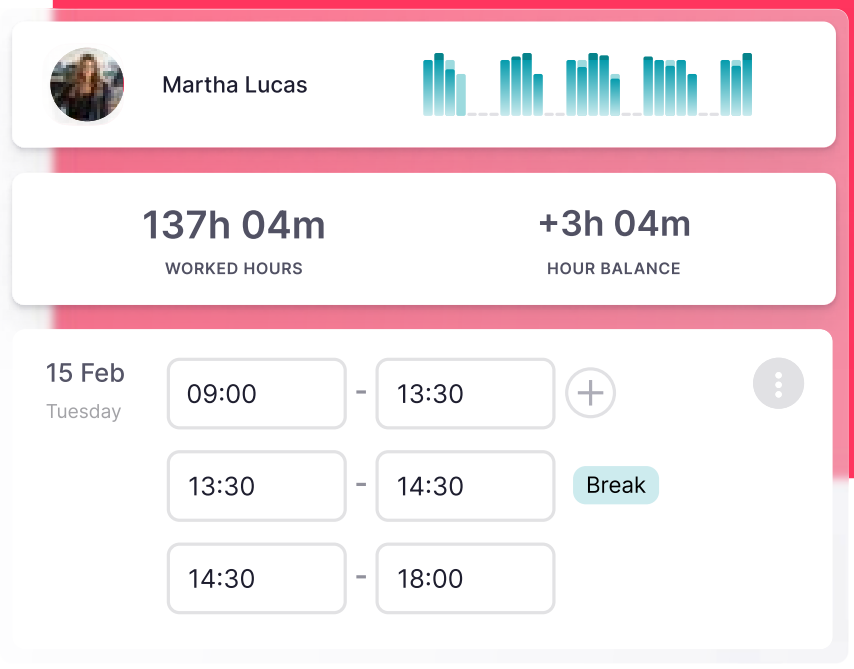
All of this chaos undoubtedly impacts the people trying to navigate it. 81% of Spanish managers report frequent stress due to workplace disorganization .

But they aren't just struggling in the office; frustrations are following them home, too. 66% say it affects their personal lives, 57% are working extra hours to compensate for broken processes, and 71% have had to cancel or postpone personal plans because of last-minute work emergencies. And when the boundaries between work and life blur, burnout is a real risk.

The hidden cost of extra hours - and how to avoid it

Working extra hours takes a toll on well-being *and* has legal implications. In Spain, companies are **legally required to track employee working hours** to ensure fair compensation and protect against labor violations.

Factorial's Time Tracking solution makes it easy to **monitor work hours, overtime, and breaks,** so you can avoid fines - and burnout.



74%

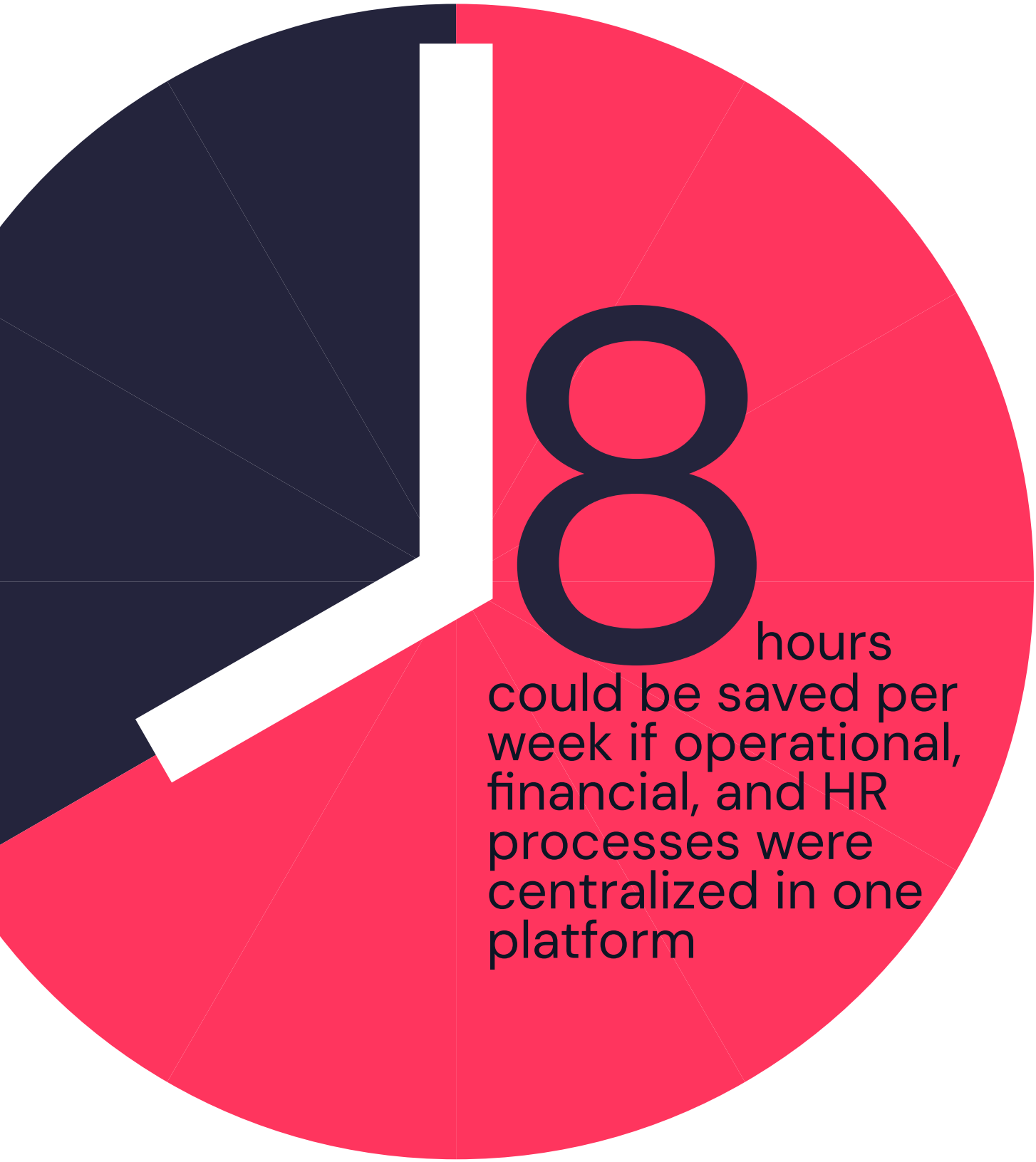
feel their workload prevents them from building/maintaining strong relationships with their team members

Operational issues are cultural ones

Managerial chaos inevitably trickles down into teams, too. 74% of Spanish managers admit that their heavy workload gets in the way of building strong relationships with their people.

This lack of connection has consequences: 58% have realized too late that a team member was unhappy, and 43% have lost valuable talent because team members felt unsupported.

And with 54% linking their team's stress directly to poor internal processes, it’s clear that bad workflows don’t just hurt productivity, they damage team morale.



8 hours could be saved per week if operational, financial, and HR processes were centralized in one platform

Fix systems, free leaders

But managers in Spain aren't stuck; they agree on a possible solution. 72% believe they'd be more effective with fewer manual tasks, and 77% say they'd be happier at work if automation took the load off.

Today, they're juggling four disconnected tools daily, losing eight hours a week to inefficiency. But this problem also presents an opportunity to recover an entire day a week to invest in their team and strategy. 86% of Spanish managers believe that automation would allow them to be more present with their teams.

Because equipping leaders with connected tools empowers them to get back to what they signed up for: building high-performing teams and driving tangible impact.

Digitize or pay the penalty

Verifactu is a **new invoicing system** developed by Spain's Tax Agency (AEAT) that will **become mandatory on January 1st 2026, or July 1st 2026** (depending on company type).

To comply, businesses **must use certified invoicing software** that meets strict criteria: real-time or near real-time transmission of billing data to the AEAT, incorporation of QR codes for verification, and unalterable invoice records. Significant penalties are expected for non-compliance.

Factorial will support Verifactu from July 29th 2025. Our new Sales Invoicing tool will help ensure compliance by allowing users to create verifiable invoices, manage client data, and issue invoices directly from quotes or projects - minimizing delays, errors, and administrative burden.

factorial

Listen to leaders or lose them

Managers everywhere are waving the same red flag: **they're burnt out, stretched thin, and unable to fulfil their potential** - or empower their team members to fulfil theirs. The problem isn't a lack of effort, it's a lack of support.

Jordi Romero, CEO of Factorial, has seen this issue play out at countless companies across the globe: "The terms 'manager' and 'leader' have completely different meanings. 'Manager' is a title someone is given. It's something on paper, it's contractual. **But 'leader' is less tangible.** It can refer to anyone who inspires and has an impact on other people, and this is how it's earned. Not by promotions or official labels.

"Of course, every company wants its managers to be leaders. But this transformation is impossible if managers are sucked into cycles of repetitive tasks and administrative chaos. **And this is the key that many companies are missing: leaders aren't born out of thin air. They need to be empowered with tools that free them from paperwork to focus on people."**

This **untapped potential has fuelled Factorial** from day one. Our platform eliminates these time-consuming tasks to save managers time, but also equips them with insights about people and projects to drive smarter, more informed decisions.

"Turnover data or feedback from exit interviews doesn't provide solutions, but it gives us clues. Clues to start asking questions and testing hypotheses," Jordi believes. Tech doesn't design the strategy; it gives managers all the information to build it themselves.

What they're asking for isn't unreasonable. This isn't about perks or praise; it's about building systems that work for managers, not against them.

Because everyone deserves good managers. And they deserve the tools to be the best they can be.



Jordi Romero and Bernat Farrero, Factorial CEOs

Our Methodology

At Factorial, we conducted an independent, quantitative market study using Beyond Research Group.

Objective

Evaluate how **managers today live their reality as leaders**, through the analysis of the management of their tasks, their technological resources, and people, and how their professional and private lives could significantly improve with the adoption of automated management solutions.

Sample

- 1,000 small/medium companies (50-500 employees)
- 200 from each country featured
- C-Levels or other managerial role
- Distributed by business sector across the national territory

Method

CAWI online interviews through our Esomar Certified Panel Partner

The self-completed interviews lasted around 15 minutes and took place between 28th March – 07th April 2025.


factorial