

How to Recognize the Subtle Signs
and Act Before It's Too Late



The 7 Hidden Reasons Employees Leave

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How Do We Go ...

From This

To This?



Why Employees Say They Leave

- 1 Limited Career Growth or Promotional Opportunity
- 2 Lack of Respect from or Support by Supervisor
- 3 Compensation and Benefits
- 4 Job Duties Boring or Unchallenging
- 5 Supervisor's Lack of Leadership Skills
- 6 Work Hours
- 7 Unavoidable Reasons



Why Employees Say They Leave

- 8 Lack of Recognition
- 9 Favoritism by Supervisor
- 10 Poor Employee Relations
- 11 Lack of Training
- 12 Supervisor Incompetence
- 13 Poor Senior Leadership
- 14 Coworkers' Attitude



Why People Leave What managers believe vs. the Reality

89% of managers believe employees leave for more money.
 11% of managers believe employees leave for other reasons.

12% of employees leave for more money.
 88% of employees leave for reasons other than money.

The greatest obstacle to discovery is not ignorance – it is the illusion of knowledge.

- Daniel J. Boorstin

This dismaying disconnect between what managers believe and the reality is costing businesses billions of dollars each year.

75% of executives say that employee retention is one of their top three priorities, yet only 15% have plans in place to reduce turnover.

So, why do employees REALLY leave?

7 Hidden Reasons ...

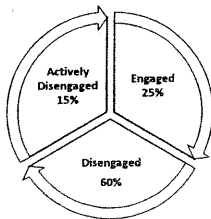
The 7 Hidden Reason Employees Leave

- 1 The job or workplace does not live up to expectations.
- 2 A mismatch between job and person.
- 3 Feeling devalued and unrecognized.
- 4 Too little coaching and feedback.
- 5 Too few growth and advancement opportunities.
- 6 Stress from overwork and work-life imbalance.
- 7 Loss of trust and confidence in senior leaders.

Some quit and leave ...
Others quit and stay.

- Anonymous

Employee Engagement



ENGAGEMENT basically refers to the extent to which employees believe in what they do, feel commitment toward the organization, and are willing to expend their best efforts to make the organization successful.

Engagement means that employees are not just happy or satisfied, but are actively striving to make the organization more successful.

Employee turnover is not an event – it is a process of disengagement that can take days, weeks, months, or years until the actual decision to leave occurs (if it ever does).

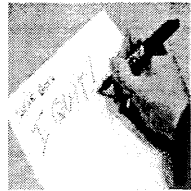
Thirteen Steps in the Engagement - to - Departure Process

- 1 Start the new job with enthusiasm.
- 2 Question the decision to accept the job.
- 3 Think seriously about quitting.
- 4 Try to change things.
- 5 Resolve to quit.
- 6 Consider the cost of quitting.
- 7 Passively seek another job.



Fourteen Steps in the Engagement - to - Departure Process

- 8 Prepare to actively seek another job.
- 9 Actively seek another job.
- 10 Get new job offer.
- 11 Quit to accept new job, or
- 12 Quit without a job, or
- 13 Stay and disengage.
- 14 Actively disengage.



Early Warning Signs of Disengagement

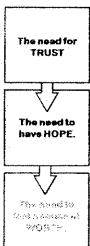


- absenteeism
- tardiness
- withdrawal
- increased negativity
- lack of commitment

Example

"The head of our department changed and I felt the new one didn't seek my input or recognize my contributions. Then, the work started becoming more administrative than technical. I felt like I was just shuffling papers and not designing anything. That's when I started looking elsewhere, and a coworker referred me to the company I now work for."


Fundamental Human Needs



Expecting the company and management to deliver on its promises, to be honest and open in all communications with you, to invest in you, to treat you fairly, and to compensate you fairly and on time.

Believing that you will be able to grow, develop your skills on the job and through training, and have the opportunity for advancement or career progress leading to higher earnings.

Feeling confident that if you work hard, do your best, demonstrate commitment, and make meaningful contributions, you will be recognized and rewarded accordingly. Feeling worthy also means that you will be shown respect and regarded as a valued asset, not as a cost, to the organization.

What do Companies do Poorly? 

- Poor Management
- Lack of Career Growth and Advancement Opportunity
- Poor Communication
- Compensation
- Lack of Recognition
- Poor Senior Leadership
- Lack of Training
- Excessive Workload
- Lack of Tools and Resources
- Lack of Teamwork

Reason # 1

The job or workplace was not as expected.

Warning Signs of Unmet Expectations

- There is a sudden change in the employee's demeanor, indicating either suppressed anger or withdrawal.
- The employee avoids greeting you or making eye contact.
- The employee stops participating in discussions at meetings.
- The employee's performance drops off.
- The employee is increasingly absent.

Reason # 2

A mismatch between job and person.

Common Misconceptions and Truths About Talent

Misconception # 1:

Employees are interchangeable parts to be moved into whatever slots need most to be filled.

Truth: People are "hard-wired" to perform certain activities better than others and prefer to use a handful of these talents more than others. People want to work at activities which satisfy their desire to make a contribution to the business.

Common Misconceptions and Truths About Talent

Misconception # 2:

Skills and knowledge are more important than "fit".

Truth: While job-content skills and knowledge are important as basic job requirements, they are much less important for long-term success on the job compared to job "fit". Hiring managers frequently fail to make the distinction between eligibility to do the job based on trainable skills and suitability to do the job based on personality factors and natural talent.

Common Misconceptions and Truths About Talent

Misconception # 3:

With the right training and coaching and the proper attitude, people can learn to do well in almost any job.

Truth: People are extremely adaptable, and can learn to perform many roles adequately. But, unless they are in the roles that match their motivated abilities they will not excel or enjoy the work. Instead, they will become disengaged, possibly burning themselves out, or search for ways to change the role, or leave the job altogether.

Warning Signs of Job-Person Mismatch

An employee may be mismatched with the job if he or she:

- Did not seem excited when first assigned to the job;
- Complains that the job content is not what was expected;
- Is not achieving the results or standards you expected;
- Starts making uncharacteristic mistakes;
- Is stressed and overmatched by the demands of the job;
- Starts asking that some tasks be reassigned to coworkers;
- Appears bored or unchallenged;
- Requests a reassignment or transfer;
- Starts applying for other jobs in the organization;
- Appears less engaged or energized on a daily basis.

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Reason # 3

Feeling devalued and unrecognized.

Why Employees Feel Unimportant

- ⊗ Lack of simple appreciation
- ⊗ Too much focus on the numbers, not enough on people
- ⊗ Feeling they deserve recognition and don't get it
- ⊗ Feeling that no one even knows or cares if they exist
- ⊗ Recognition was too late in coming to be meaningful
- ⊗ Feeling that no one is listening to them
- ⊗ Believing they are not paid for performance
- ⊗ Feeling like they are treated like children instead of adults
- ⊗ The company doesn't care about their physical surroundings
- ⊗ Not provided with the right tools

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Warning Signs that Employees Feel Devalued and Unrecognized

- ⊗ Valued contributor is paid less than others in similar jobs in organization
- ⊗ No bonus or incentive pay is available
- ⊗ Nonperformers are receiving the same pay increases or bonuses as valued contributors
- ⊗ New hires seem to be ignored and disconnected
- ⊗ A valued employee has been passed over for promotion
- ⊗ Valued employee works for abusive manager
- ⊗ Valued employees do not have the tools or resources to do the job well
- ⊗ Valued employees work in cramped, noisy, messy, dirty, ugly or unsafe work environment
- ⊗ Employee survey indicates recognition and pay practices are top concerns

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Reason # 4

Too little coaching and feedback.

As managers, we need to look at the employee not as a problem to be solved, but as a person to be understood.

Recognizing the Signs

- ❖ You realize that the last time you gave feedback to one of your direct reports was months ago during their performance appraisal.
- ❖ You have not spent at least one hour in the last 3 months giving performance feedback to each of your direct reports.
- ❖ You only give feedback when an employee requests it.
- ❖ You find yourself procrastinating on giving feedback to employees.
- ❖ After you give feedback, things fail to improve or seem to get worse.
- ❖ When giving feedback, you hold back for fear of hurting the employee's feelings.
- ❖ You feel uncomfortable with the whole idea of coaching and giving feedback to employees.

Reason # 5

Too few growth and advancement opportunities.

In the end, it is important to remember that we cannot become what we need to be by remaining what we are.

- Max DePree

Warning Signs of Blocked Growth and Career Frustration

- Applies for a succession of internal positions
- Has been recently passed over for a promotion
- Seems to be coasting and appears to be bored
- Keeps asking for new challenges
- Keeps asking for additional training
- Asks for career path information
- Has been in the same position long enough to have mastered it
- Has applied for tuition reimbursement but is unclear about goals
- Has recently completed a degree and seems to expect a promotion

Reason # 6

Stress from overwork and work-life balance.

How Big a Problem is Workplace Stress?

- 40% of workers report that their jobs are "very or extremely stressful"
- 25% of employees view their jobs as the #1 stressor in their lives
- Health care costs are nearly 50% greater for workers who report stress
- 25% of employees do not take all of their vacation time because of the demands of their jobs
- Lost work time due to depression costs companies \$35 billion per year in lost productivity
- 79% of employers think they take care of their employees, yet only 44% of employees agree
- 70% of employees don't think there is a healthy balance between their work and their personal lives
- 61% of workers would give up some pay for more family time

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Warning Signs of Stressed-Out Employees

- Consistently work late
- Work through lunch
- Work through sickness
- Seem more fatigued than usual
- Take work home
- Express frustration
- Don't take vacations
- Appear increasingly cynical, forgetful, or irritable
- Have relocated from a distant location
- Have recently experienced a significant family trauma
- Have recently experienced a disappointment or failure at work

Reason # 7

**Loss of trust and confidence
in senior leaders.**

Reason # 7

Business begins with trust ...
Trust is as important to employees
as it is to customers.

A Crisis of Trust and Confidence

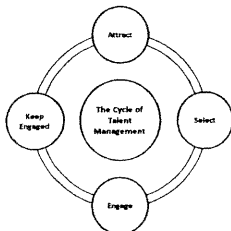
- ◆ 82% of Americans believe executives help themselves at the expense of their companies.
- ◆ Only 39% of workers trust senior leaders.
- ◆ Only 40% of workers believe their organization as a whole is well managed.
- ◆ Only 34% of workers agree that "I can trust management in my organization to always communicate honestly."
- ◆ Only 50% of employees believe that managers in their organization are concerned for the well-being of others.

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Warning Signs of Distrust and Doubt

- ◆ Lack of enthusiasm following announcement of new initiatives by senior leaders.
- ◆ Increasing complaints and questions by employees about policies and practices controlled by senior leaders.
- ◆ Managers beginning to question decisions and actions of senior leaders.
- ◆ Increased grumblings by groups of employees.
- ◆ Morale problems showing up in employee surveys.
- ◆ Increased mention of senior leaders in exit interviews or surveys.
- ◆ Active resistance to leader initiatives and change efforts.

Four Things We MUST Do With Talent



It is all about leadership ...

**Leaders do not say, "Get going."
Instead, they say "Let's go!" and lead
the way.**

**They do not walk behind with a whip;
they are out in front with a banner.**

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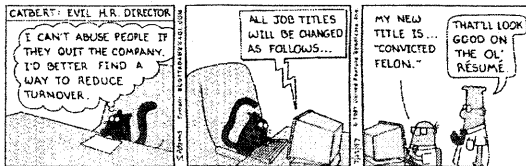
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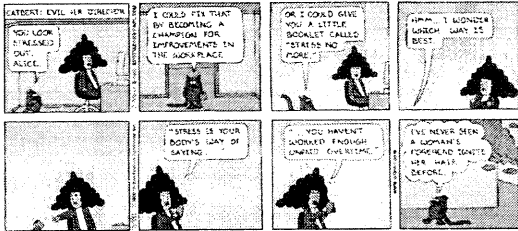
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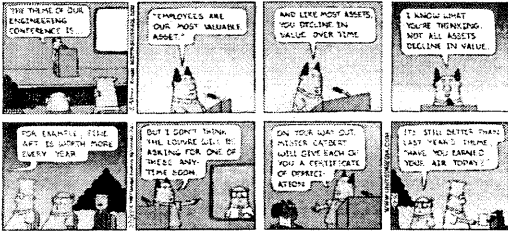
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