

**State of Missouri**  
**Division of Personnel presents...**

***'The 7 Hidden Reasons  
Employees Disengage & Leave  
...or Engage & Stay'***

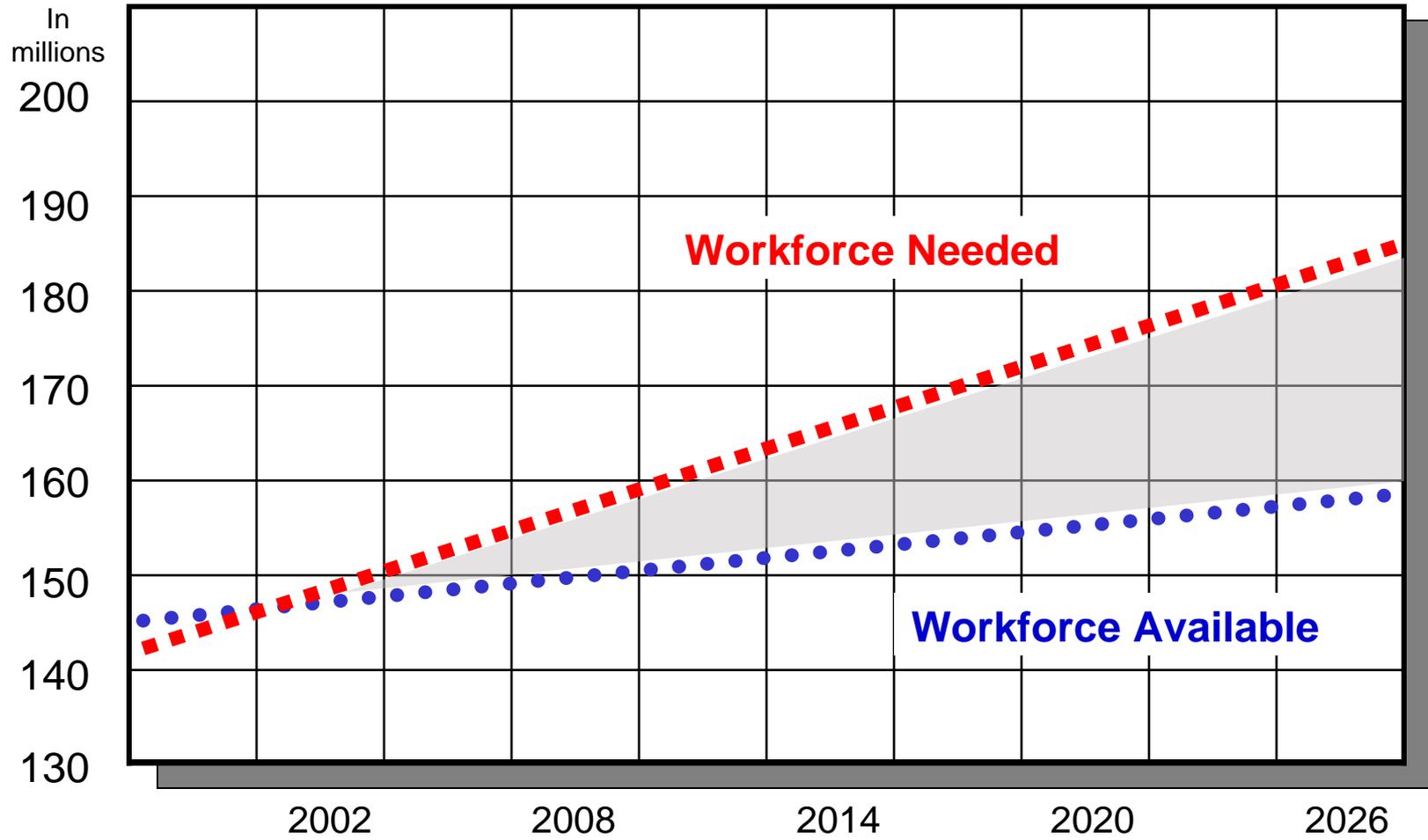
**Leigh Branham**  
**Keeping the People, Inc.**  
**February 28, 2008**



# Workshop Objectives

- Deepen your understanding of the reasons employees engage, commit, and stay
- Focus your efforts on leading-edge employee engagement and retention strategies, tools and techniques
- Complete an action plan to better recruit, engage, retain, and lead your valued talent
- Renew your commitment to being a better manager and leader

# Talent Shortage Forecast



**Source:** Employment Policy Foundation analysis and projections of Census Bureau of Labor Statistics and Bureau of Economic analysis data

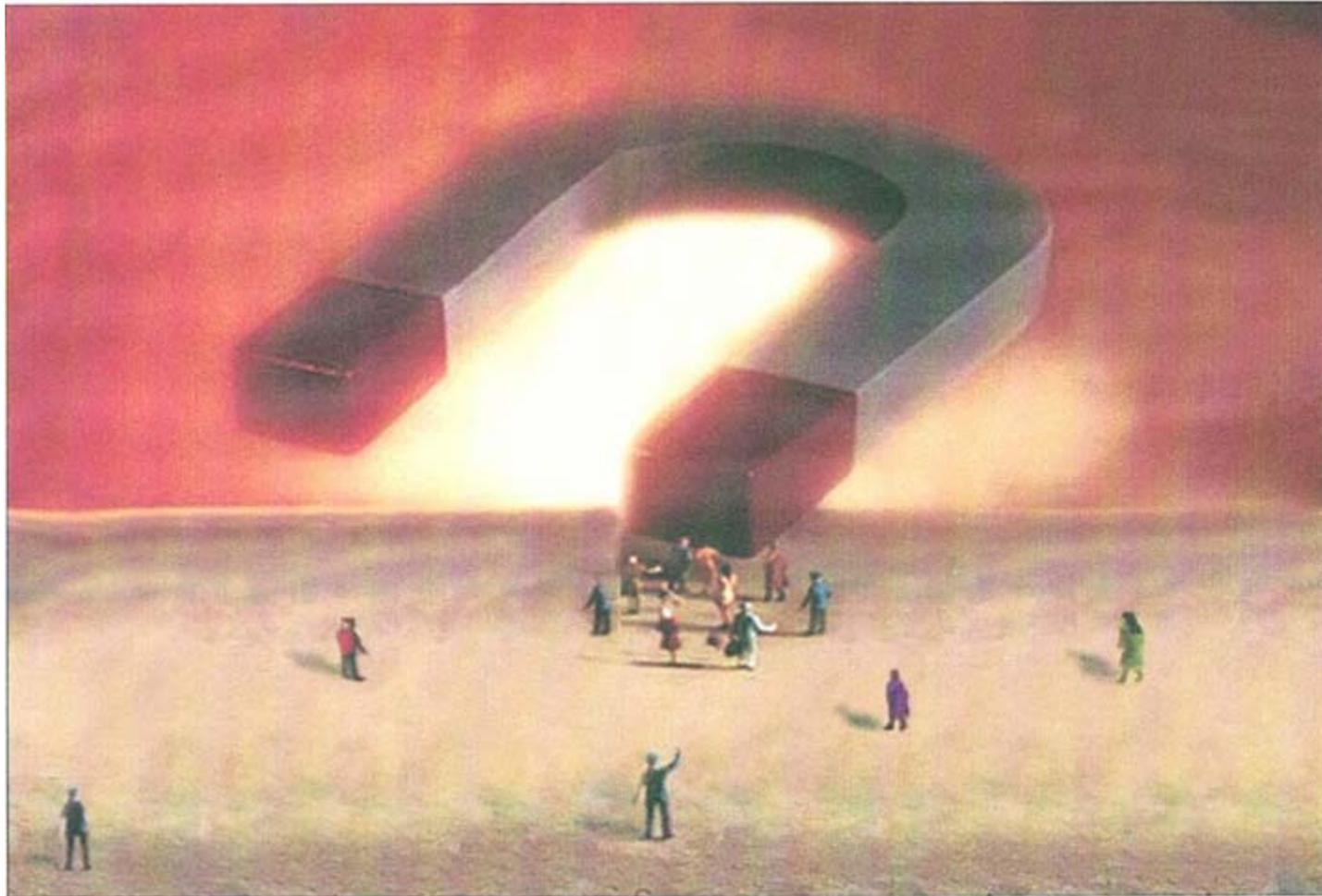
# Definition: “Employer of Choice”

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***An organization that competes for talent  
and consistently wins.***

*Employers of Choice  
recruit, engage, and keep the talent they need  
to meet or exceed  
their changing objectives.*

# Are You a “Magnet for Talent”?



# Job Changing: 4 Differing Views

## Traditionalists:

*“Job changing carries stigma.”*

## Baby Boomers:

*“Job changing puts you behind.”*

## Gen Xers:

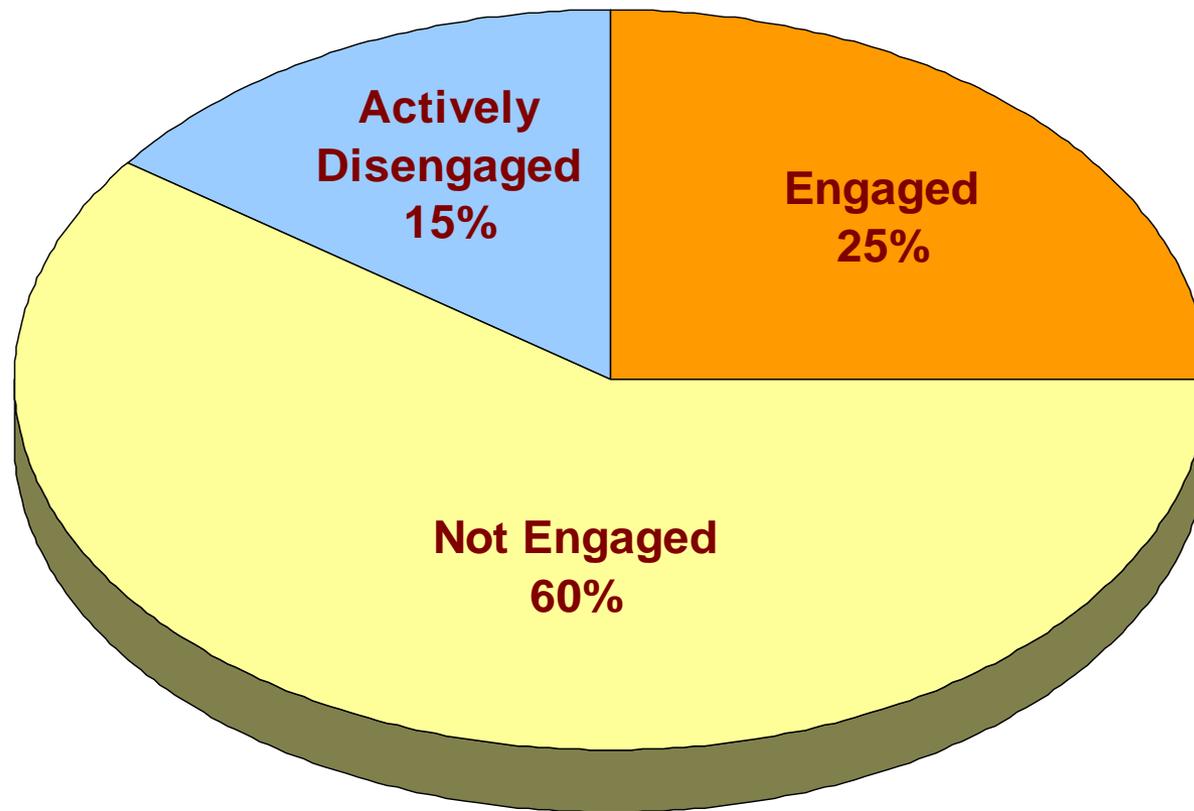
*“Job changing is necessary.”*

## Millennials:

*“Job changing is part of my daily routine.”*

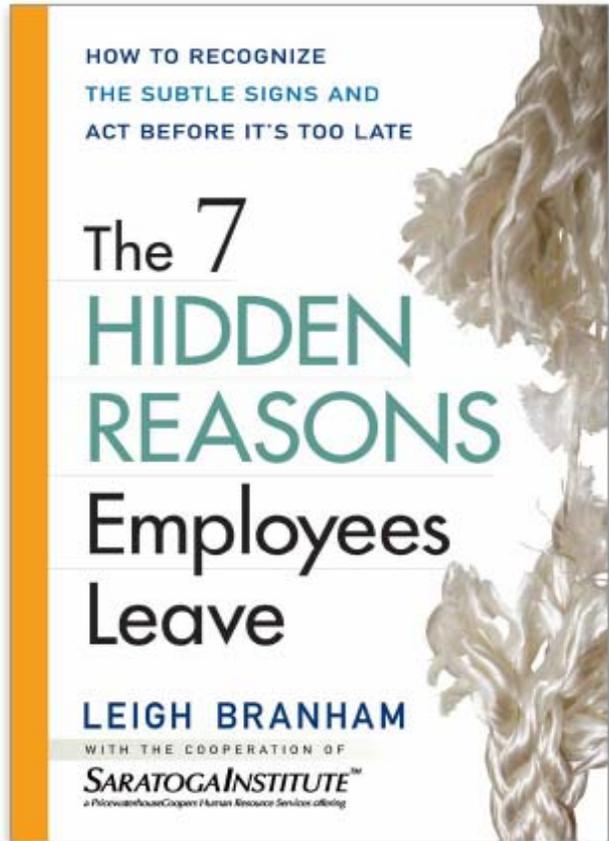


# Employee Disengagement in the U.S.



Source: The Gallup Organization

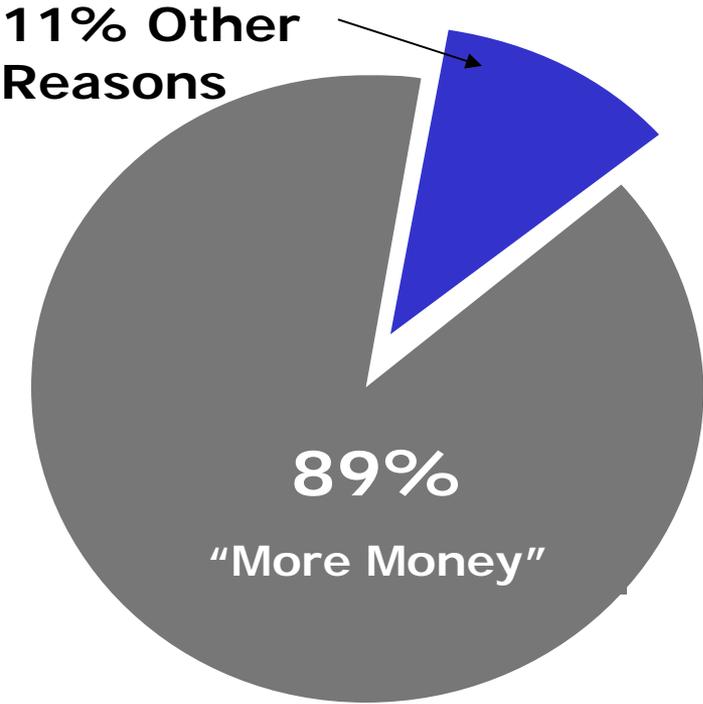
# Employees Surveyed by Saratoga Institute



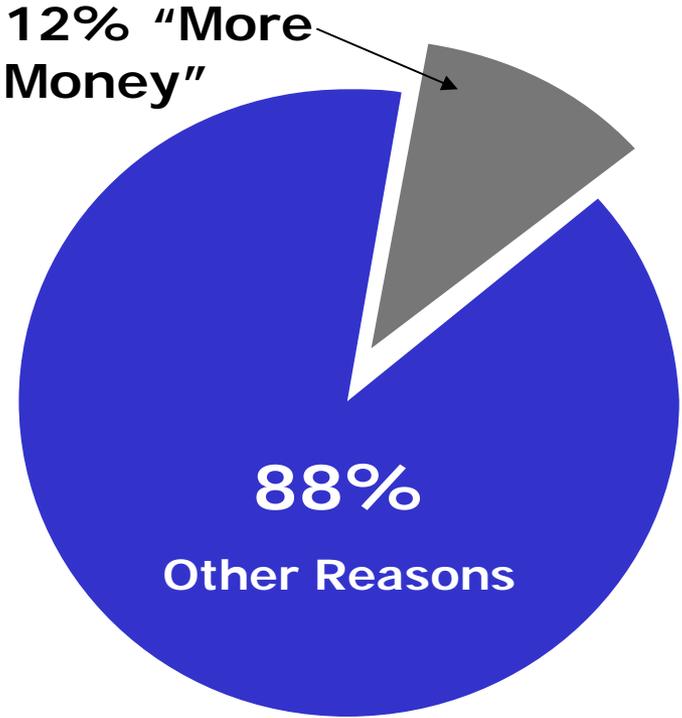
- 19,700 Surveys Analyzed
- 4,000+ Verbatim Comments
- Employees from 17 Industries

# Belief vs. Reality

## What Leaders Believe



## What Employees Say\*



\*Saratoga Institute surveys of 19,700 employees

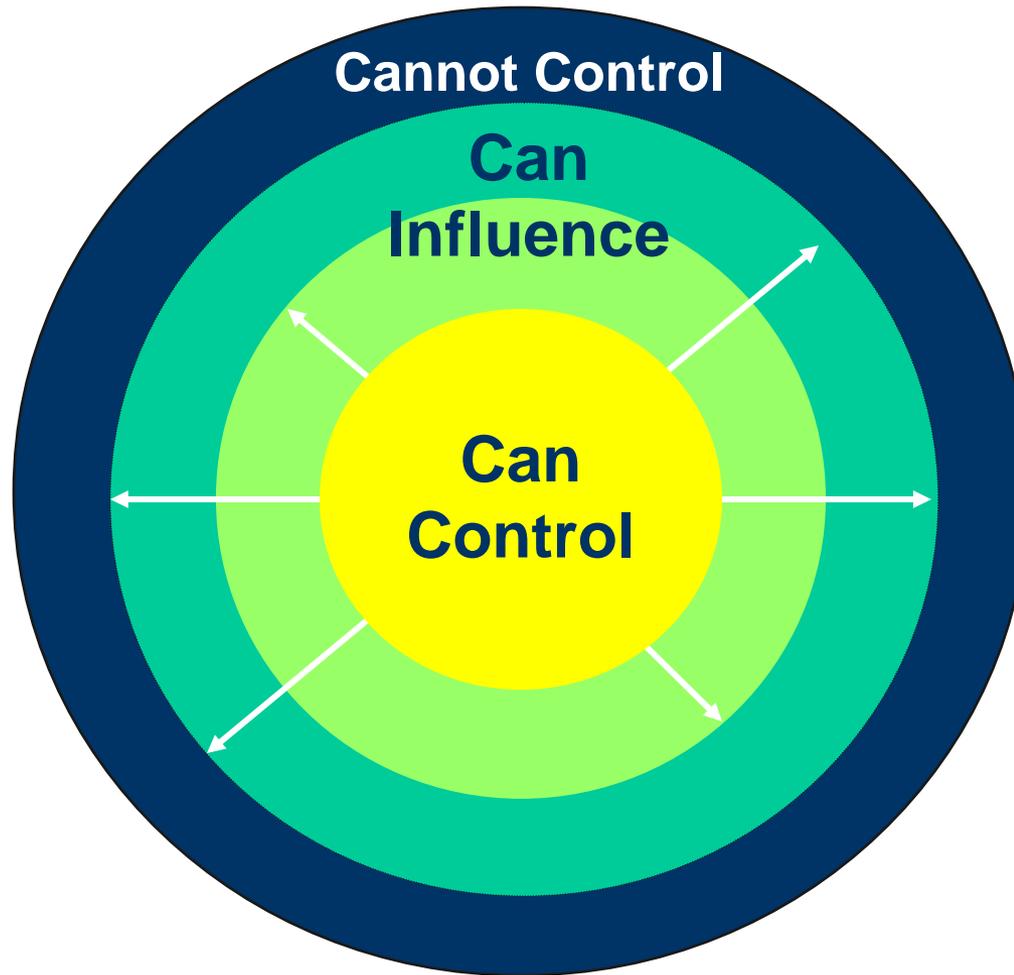
# The 7 “Hidden” Reasons Employees Disengage

- 1. It's not what they expected**
- 2. Poor job-person fit**
- 3. Too little feedback and coaching**
- 4. Too little career growth or learning**
- 5. Feel under-valued or unrecognized**
- 6. Feel overworked or stressed out**
- 7. Don't trust senior leaders**

# The 7 “Hidden” Reasons Employees Disengage (Survey)

1. It's not what they expected (53%)
2. Poor job-person fit (56%)
3. **Too little feedback and coaching (71%)**
4. **No career growth or learning (79%)**
5. **Don't feel valued or recognized (79%)**
6. Feel overworked or stressed out (54%)
7. **Don't trust senior leaders (63%)**

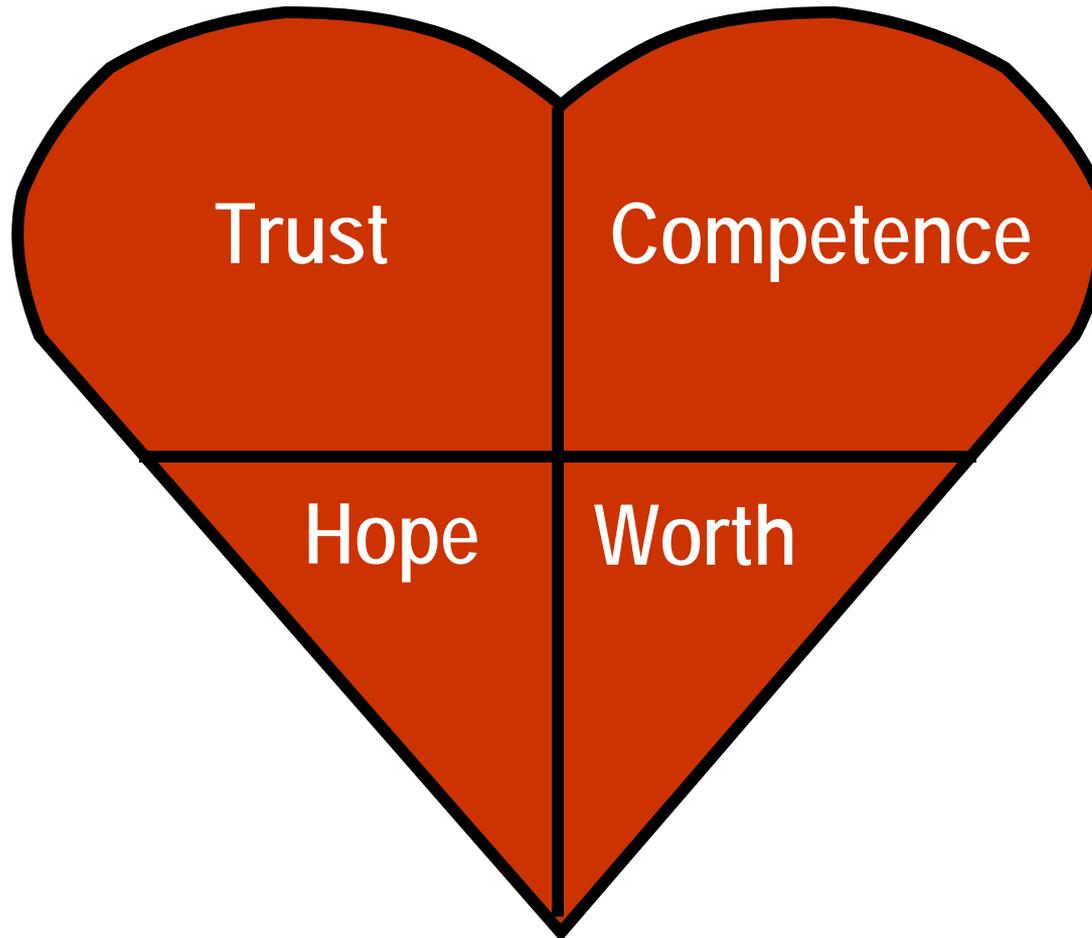
# Enlarging Your Spheres Of Influence



# Overall 7 Reasons Survey Counts

Question / Rank	1st	2nd	3rd	4th	5th	6th	7th	Avg.
#1. Job Expectations	8	4	7	3	7	15	14	4.7
#2. Job Mismatch	4	5	6	9	9	16	9	4.7
#3. Coaching/Feedback	5	4	14	13	10	8	4	4.0
#4. Career Growth	11	10	10	7	11	5	4	3.9
#5. Under-Valued	12	20	8	10	4	2	2	2.8
#6. Stress/Overwork	8	9	4	7	12	9	9	4.2
#7. Senior Leadership	10	6	9	9	5	3	16	4.1

# Four Basic Needs of People at Work



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# What is “Behavior-based Interviewing”?

- The Past is the best Predictor of the future
- Questions created to uncover needed strengths
- Designed to get “success stories” from applicants (S-A-R: Situation, Action, Results)
- No “what-if” or closed-end questions
- “Tell me about a time when you...?”
- All candidates asked the same questions
- 4 P’s: Preparation, Probing, Patience, and Persistence.

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# Feedback: 4 Differing Views

## Traditionalists:

*“No news is good news.”*

## Boomers:

*“Feedback once a year,  
with lots of documentation.”*

## X'ers:

*“Sorry to interrupt,  
but how am I doing?”*

## Millennials:

*“Feedback whenever I want  
it, at the push of a button.”*



# Do You Believe This?

*“If you truly believe your primary purpose as a manager is to do everything possible to help your employees succeed, you are acknowledging that each time an employee fails, it is one of your failures.”*

*-- Ferdinand Fournies, Author*

*Coaching for Improved Work Performance*

## Reason # 3: Performance Coaching Traditional vs. *Partnering*

- Manager-driven
- Parent-to-child
- HR exercise
- Personality
- Vague goals
- Yearly event

**Gets Compliance**

- *Employee has input*
- *Adult-to-adult*
- *Manager's tool*
- *Results*
- *Specific objectives*
- *On-going*

**Gets Commitment**

# Coaching Feedback & Analysis

- **Step 1: *Neutral Feedback***

- Point out bad performance, ask them to correct it, follow up to check for improvement, reinforce any improvement.

- **Step 2: *Neutral Feedback-Plus***

- Same as above, except ask why performance is bad, ask for specific behavior change, give assistance if needed.

- **Step 3: *Coaching Analysis***

- If performance does not improve, analyze why and take action to eliminate what is influencing poor performance.

- **Step 4: *Coaching Discussion***

- Get the employee to change his/her choices

# 5-Step Coaching Discussion Process

- Step 1:** Get the employee's agreement that a problem exists.
- Step 2:** Mutually discuss alternative solutions.
- Step 3:** Mutually agree on specific actions to be taken to solve the problem.
- Step 4:** Follow up: observe & measure results, coach & give feedback.
- Step 5:** Praise any improvement when it occurs.

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# The Job Challenge Life Cycle



# Learning: 4 Differing Views

- **Traditionalists:**  
*“I learned the hard way  
...you can, too!”*
- **Boomers:**  
*“Train ‘em too much  
and they’ll leave.”*
- **X’ers:**  
*“The more they learn,  
the more they stay.”*
- **Millennials:**  
*“Continuous learning  
is a way of life.”*



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# Recognition Guidelines:

1. You must observe the contribution.
2. Comments should be positive/appreciative.
3. Describe the positive behavior.
4. Should occur soon after the achievement.
5. Mention the benefit to customers/patrons.

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# Work-Life Balance: 4 Differing Views

## Traditionalists:

*“Education...work...retirement”*

## Boomers:

*“Balance?!—what’s that?!”*

## X’ers:

*“Give me balance now, not when I’m 65!”*

## Millennials:

*“Work isn’t everything; give me enough flexibility to fit in a variety of activities.”*



# Life-Work Practices of “Great Places to Work”

- Indexing health insurance premiums to income
- Dinner ordered in for those who work late
- Providing discounts on house cleaning service
- Flex hours for all employees
- “Wellness dollars” for healthy behavior
- Making vacation days available on half hour’s notice
- Offering 18 days of during first year of employment
- No limit on sick days
- Low-interest home loan assistance
- Free on-site massage

# Life-Work Practices of “Great Places to Work”

- Free food cupboard
- On-site oil change service
- No assigned parking spaces
- Giving infant car seats to new parents
- Free on-site health screenings
- Health benefits for part-time employees (20 hrs/wk)
- Providing 100% tuition reimbursement
- Window offices for lower level employees
- Free “wheels on loan” when car is in the shop
- Giving employee rest of the day off after stressful period

# To Prevent & Correct Reason #6:

- \_\_\_ *Initiate a culture of “giving-before-getting.”*
- \_\_\_ *Tailor the “culture of giving” to people’s real needs.*
- \_\_\_ *Engage in spontaneous acts of caring.*
- \_\_\_ *Build social connectedness and cohesion.*
- \_\_\_ *Encourage appropriate fun to relieve stress.*

# The 7 “Hidden” Reasons Employees Leave

1. It's not what they expected
2. Poor job-person fit
3. Too little feedback and coaching
4. Too little career growth or learning
5. Feel under-valued or unrecognized
6. Feel overworked or stressed out
7. **Don't trust senior leaders (63%)**



# Leader Mindsets:

*“Give ‘em an inch  
and they’ll take a mile.”*

VS.

***“Give and they  
will give back.”***

# Your Employer-of-Choice Strategy: Is There a Balance of All Four?

	Short term	Long term
Tangibles	<ul style="list-style-type: none"><li>• Base pay</li><li>• Benefits</li><li>• Health insurance</li></ul>	<ul style="list-style-type: none"><li>• Pension / 401(k)</li><li>• Accrued vacation</li><li>• Job Security</li></ul>
Intangibles	<ul style="list-style-type: none"><li>• Work/Life benefits, (flextime, etc.)</li><li>• Hiring practices</li><li>• New hire coaching</li></ul>	<ul style="list-style-type: none"><li>• Work climate/culture</li><li>• Supervisor behavior</li><li>• Trust in senior leaders</li></ul>

# Employer-of-Choice Scoreboard

<b><i>Leading Indicators:</i></b>	<b>2007</b>	<b>2008</b>
<b><i>“Regrettable” Turnover Rate</i></b>	___ %	___ %
<b><i>Employee Referral Rate</i></b>	___ %	___ %
<b><i>Ratio of Jobs Filled Internally</i></b>	___ %	___ %
<b><i>New Hire Retention Rate (HBA)</i></b>	___ %	___ %
<b><i>Absenteeism Rate</i></b>	___ %	___ %
<b><i>Ratio of Acceptances to Offers</i></b>	___ %	___ %
<b><i>Engaged Employees (Survey)</i></b>	___ %	___ %
<b><i>Quit Rate</i></b>	___ %	___ %

# The 7 “Hidden” Reasons Employees Stay & Stay Engaged

- 1. Have realistic expectations of job/workplace**
- 2. Are in the right jobs and challenged**
- 3. Receive ongoing feedback & coaching**
- 4. Learning & growth opportunities**
- 5. Feel valued and acknowledged**
- 6. Have sustainable work-life balance**
- 7. Have confidence and trust in leaders**

# Employees Can Be Re-Engaged

*Start with enthusiasm*

Question decision

Disillusioned

Consider quitting

Search for options

Receive offer

"Quit or stay?"

Quit-Stay



# Thank you!

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# *Employer-of-Choice Consulting & Training:*

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Retention Training  
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Assessment  
& Coaching**

**Post-Exit  
Interviewing &  
Surveying**

**Behavior-Based  
Interview Training**

**Turnover Root-Cause Analysis  
& Employment Branding**



**Keeping the People, Inc.**



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*For more information:*

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