

***The 7 Hidden Reasons  
Employees Disengage  
...and Sometimes Leave***

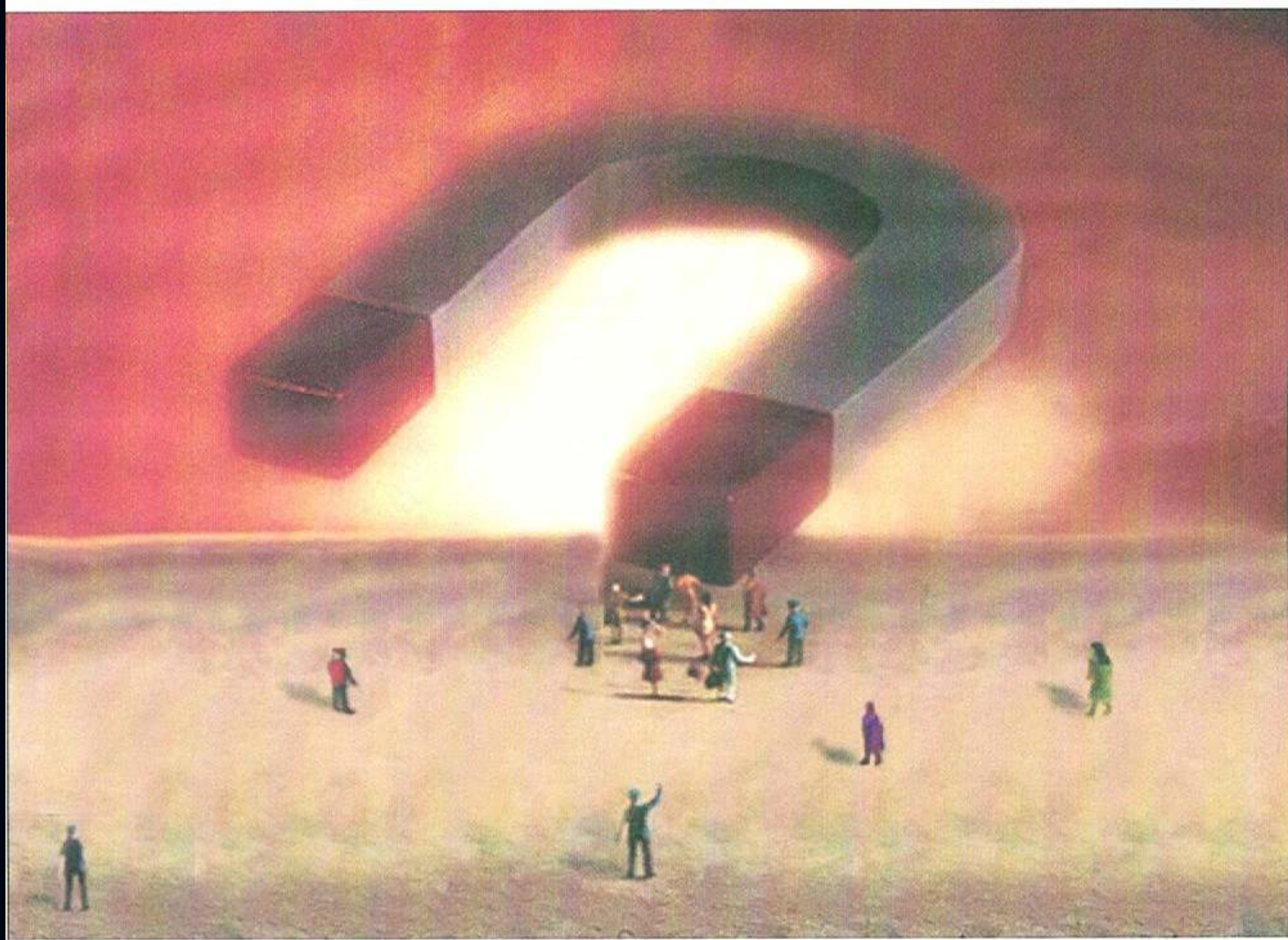


***Leigh Branham***  
*Keeping the People, Inc.*  
*October 19, 2011*

# The State of Employee Engagement, 2011

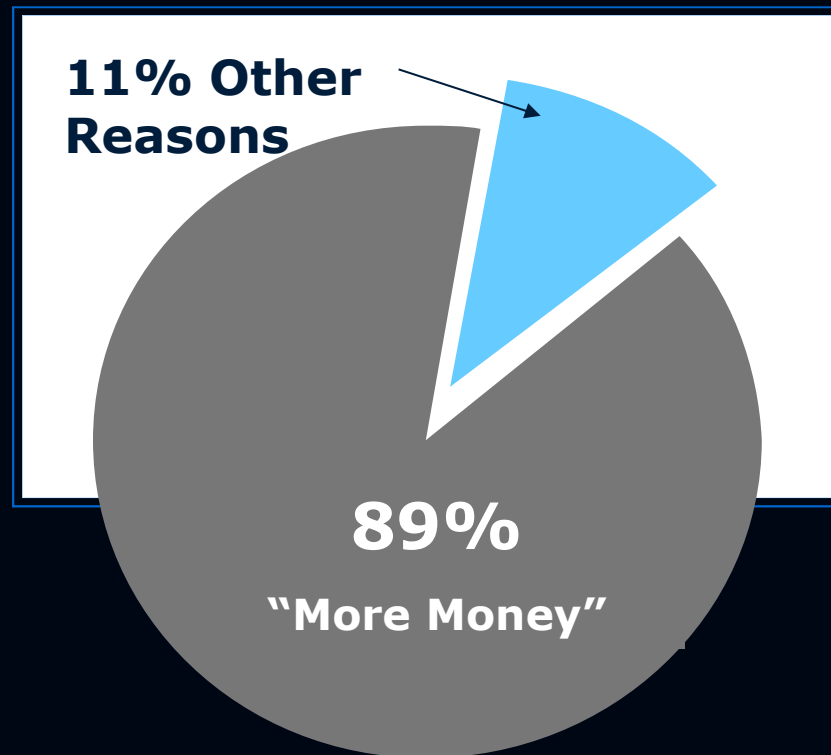
- 50% would like to leave their jobs in 2011, including 25% of best performers.
- Disengaged employees are 24% less likely to quit than engaged employees.
- 63% of employees now rate as their supervisors as "ineffective."

# Are You A “Magnet for Talent”?



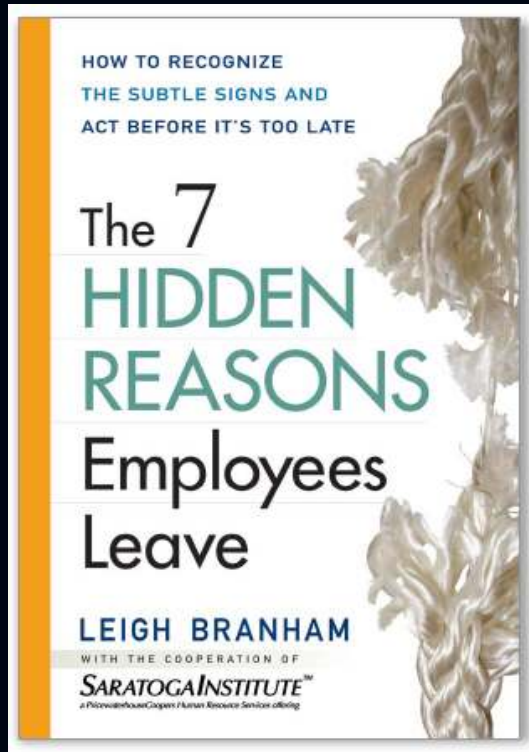
# Why Do Employees Leave?

## What Managers Believe\*



\*Harvard Management Update

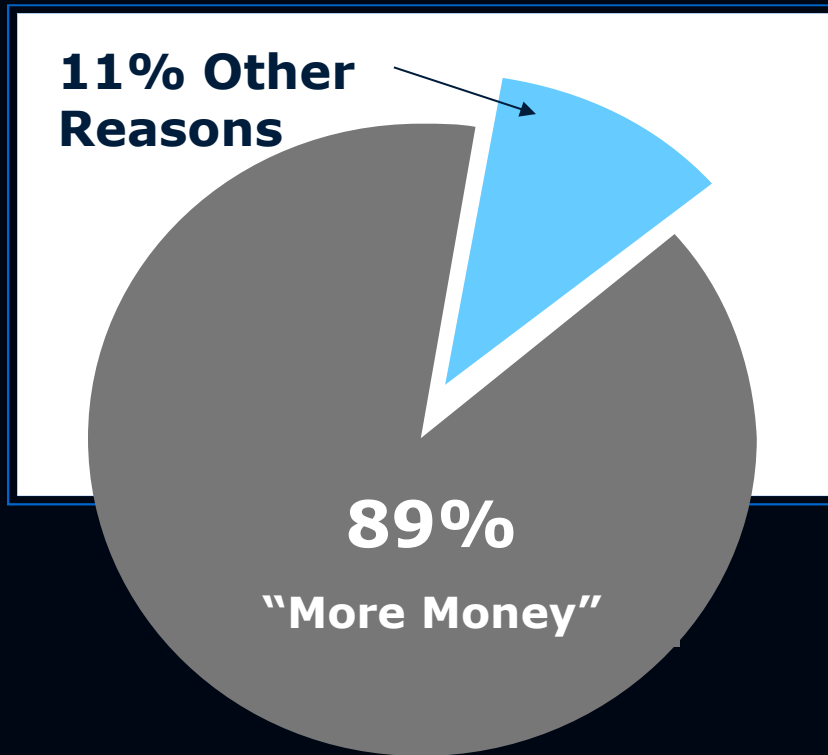
# Employees Surveyed by Saratoga Institute



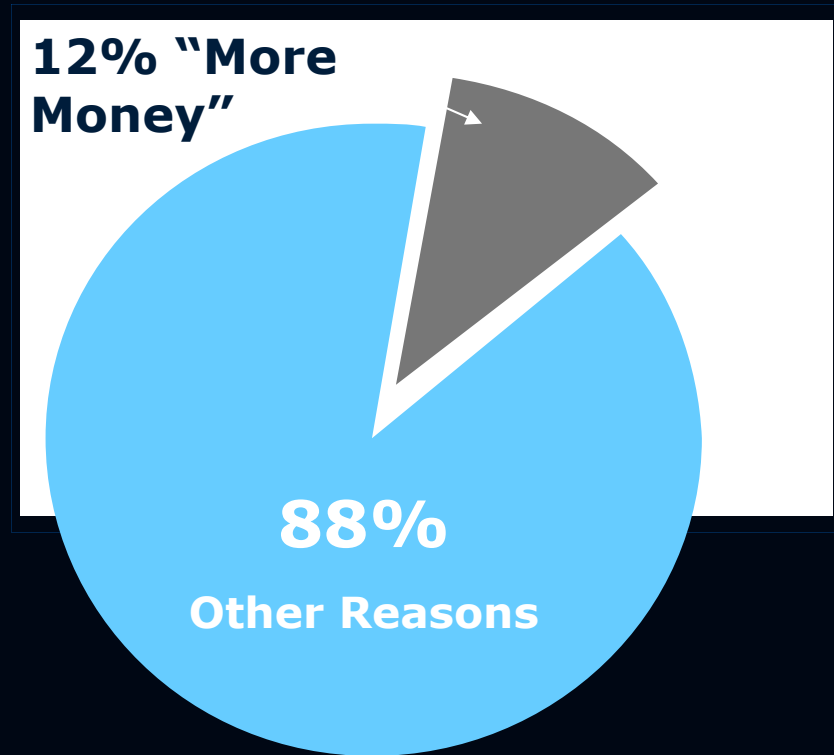
- Employees from 17 Industries
- 19,700 surveys analyzed
- 4,000+ verbatim comments

# Why Employees Leave

## What Managers Believe



## What Employees Say\*



\*Saratoga Institute surveys of 19,700 employees

# **The 7 “Hidden” Reasons Employees Leave**

- 1. It's not what they expected**
- 2. Bad person-job fit**
- 3. No feedback and coaching**
- 4. See no career growth or learning**
- 5. Don't feel valued or recognized**
- 6. Feel overworked/stressed out**
- 7. Don't trust senior leaders**

# Loyalty: 4 Differing Views

**Traditionalists:**

*“Job changing carries stigma.”*

**Baby Boomers:**

*“Job changing puts you behind.”*

**Gen Xers:**

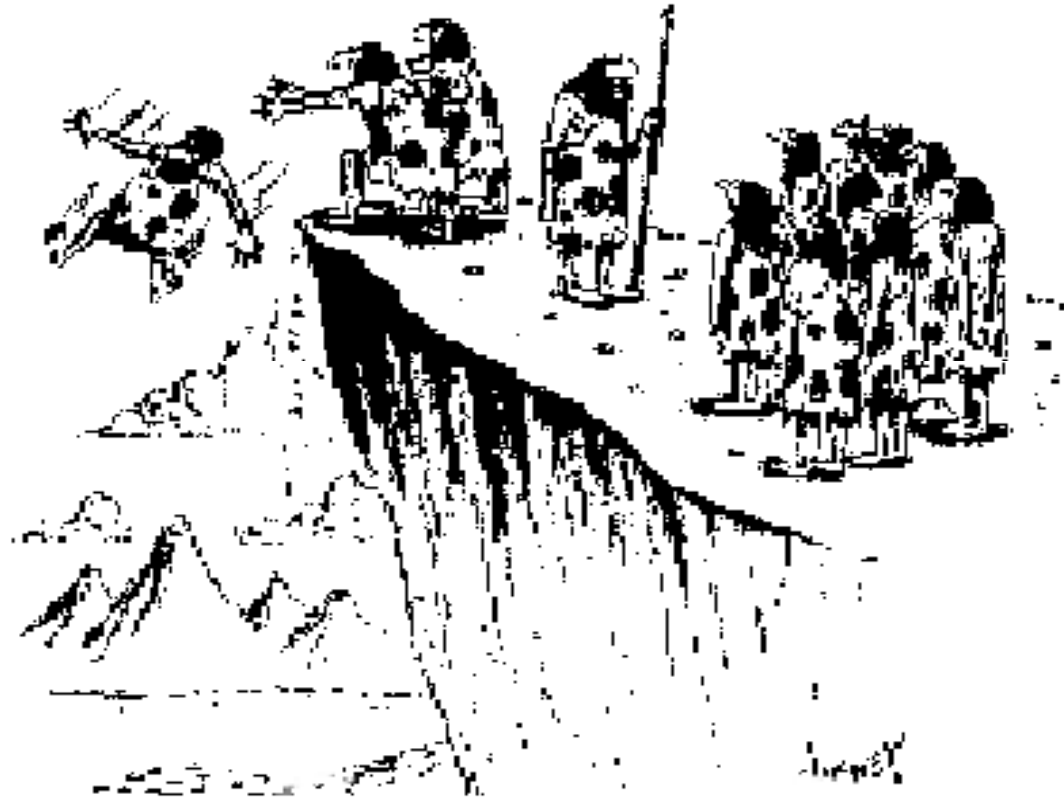
*“Job changing is necessary.”*

**Millennials:**

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



# “Disposable Employee” Mentality



*"So, does anyone else feel that their needs aren't being met?"*

## **Replacement Mindset:**

*“Turnover is acceptable  
as a cost of doing business.”*

## **“Engage-and-Retain” Mindset:**

*“Turnover and employee disengagement  
cost too much to accept.”*

# Cynicism About the “E-Word”





**Engaged**  
**(28%)**

**Not  
Engaged**  
**(54%)**



**Actively  
Disengaged**  
**(18%)**

# How Employees Disengage and Leave

*Start with enthusiasm*

Question decision

Disillusioned

Consider quitting

Search for options

Receive offer

“Quit or stay?”

Quit-Stay

## Warning Signs:

- Body language
- Performance issues
- Fewer hours
- Absent More Often
- Paid Less
- Tenure Patterns
- Under-challenged
- Overworked
- Report to bad boss

# Events That Can Trigger Disengagement

- No, or low, pay increase
- Disagreement with manager
- Conflict with a coworker
- Unexpectedly low performance rating
- Being passed over for promotion
- Hiring manager replaced by new manager they don't like
- Being asked to do something unethical
- Realizing they are underpaid compared to others in the same job
- Being pressured to make unreasonable family/personal sacrifice
- Being asked to perform a menial duty
- Petty and unreasonable enforcement of authority
- Incident of sexual harassment or racial discrimination
- Close colleague quits or is terminated

# **The 7 “Hidden” Reasons Employees Disengage & Leave**

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## Unrealistic Expectations:



## To better manage expectations:



***Conduct “realistic job previews”  
with every job candidate.***

**The #1 Hiring Mistake:**

***Hiring in a Hurry!***

# Which parts do they like?



## To match person and job:



***Hire selectively using multiple interviewers and behavior-based questioning.***

# **The 7 “Hidden” Reasons Employees Leave**

- 1. It's not what they expected**
- 2. Bad person-job fit**
- 3. They get no feedback and coaching**
- 4. See no career growth or learning**
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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.”*



# What's Worse... Negative Feedback, or None at All?



***“The productivity of work is not the responsibility of the worker, but of the manager.”***

**--Peter Drucker**

# Performance Coaching Models

## 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***

## To enhance feedback & coaching:



***Give timely, specific, & constructive performance coaching. Don't avoid difficult conversations.***

# **The 7 “Hidden” Reasons Employees Leave**

- 1. It's not what they expected**
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# 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.”*



# The Job Challenge Life Cycle



Source: Rob Bennett, *Passion Saving: The Path to Plentiful Free Time and Soul-Satisfying Work*

## To create career growth opportunity:

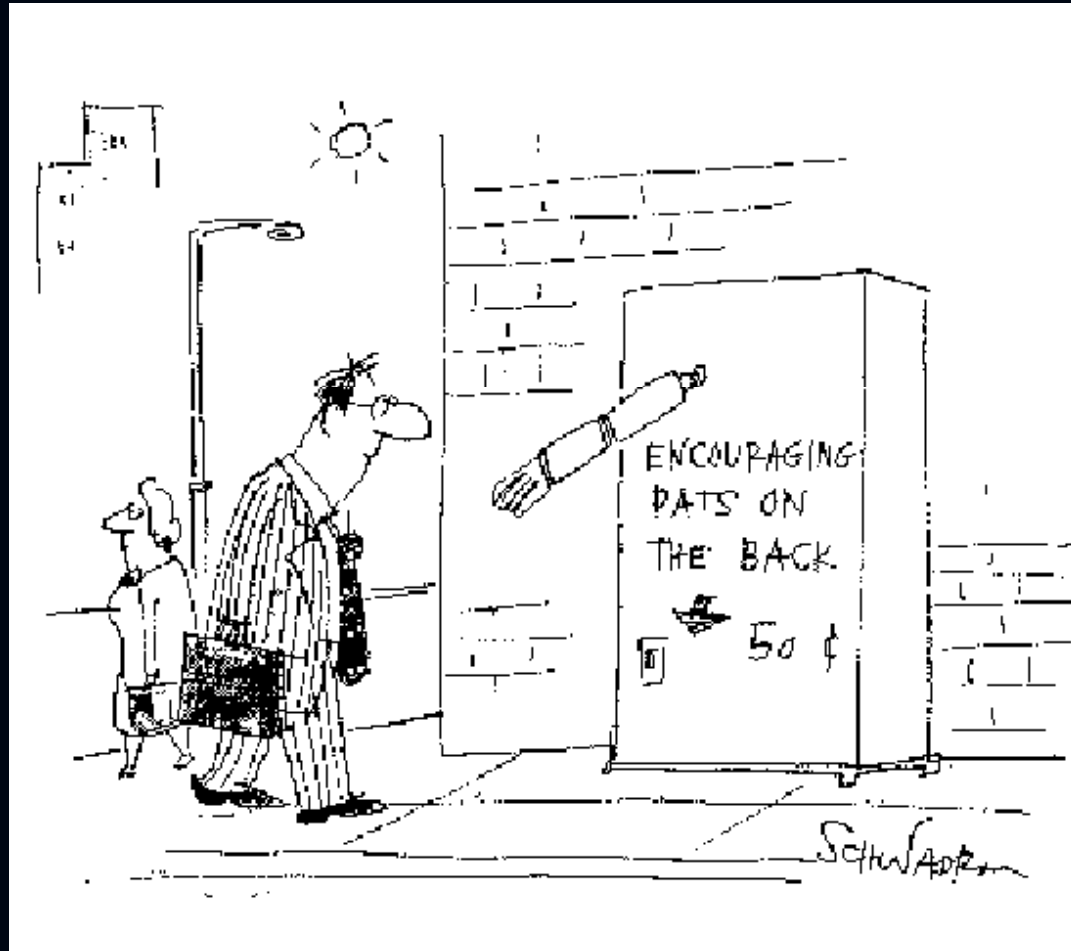


***Know their strengths, ask about their goals, anticipate their restlessness, and keep them on a learning curve.***

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# Acknowledging Employees— An Inexpensive Investment



# 10 Ways We May Feel Devalued

## A checklist:

1. *Lack of simple appreciation (No C-A-R cycle)*
2. *Unfair recognition*
3. *Too-little, too-late recognition*
4. *Reward wasn't meaningful*
5. *Insufficient/Unfair Pay*
6. *Being ignored (not listened to, kept informed, or taken seriously)*
7. *Being micro-managed, over-controlled, not trusted, not challenged*
8. *Unacceptable physical surroundings or conditions*
9. *Not provided with the right tools, resources, including staffing assistance (overworked)*
10. *Non-performers tolerated and rewarded*

# The Power of Listening

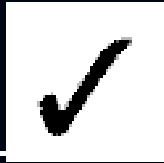


Michael Abrashoff,  
U.S.N. Retired



U.S.S. Benfold

## To show you value employees:



*Ask for their input,  
then listen & respond.*

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- 7. Don't trust senior leaders**

# “Culture of Sacrifice”



# 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 “Best Places to Work”

- Regular meetings to discuss coworkers’ work/life responsibilities and flextime requests
- “Red Zone” interventions
- Special considerations for those in need or crisis

## To enhance work/life balance:



*Care enough to ask...*

*“What can I do to reduce your stress and help you have a life outside work?”*

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7. **They don't trust senior leaders**

## To increase trust & confidence in leaders:



***Show they care more about the welfare of the company and its employees than their own self-interest.***

# Six-Year Best-Places-to-Work Study

- Yearly competitions sponsored by *American City Business Journals* in 44 U.S. Cities
- 10,000 employers of all sizes have applied since 2004.
- 2.1 million employee surveys
- Data from 37-question engagement survey and 200,000+ comments analyzed

# Six Universal Engagement Drivers



- Highly engaged workplaces score high on all six.
- Highly-engaged workplaces have “signature” drivers.

[www.re-engagebook.com](http://www.re-engagebook.com)

HOW AMERICA'S  
"BEST PLACES TO WORK"  
INSPIRE EXTRA EFFORT IN  
EXTRAORDINARY TIMES

# RE-ENGAGE



BASED ON A COMPREHENSIVE SURVEY  
HIGHLIGHTING THE TOP 1% OF EMPLOYERS!

LEIGH BRANHAM, SPHR, AND MARK HIRSCHFELD

# An all-too-common story



*"Then I made the leap from skilled labor to unskilled management."*

# 4 Types of Managers

|                            | Makes Numbers   | Doesn't Make Numbers   |
|----------------------------|---|--|
| Treats People Right        |   |   |
| Doesn't Treat People Right |  |  |

# Leader/Manager Mindset Obstacles

- *“It’s not my job to keep employees engaged...they should already BE engaged!”*
- *“Employees are too entitled already...they should feel lucky to have a job!”*
- *There’s no use trying...not much can be done.”*
- *“I’ve got too much to do already!”*

# Employees Can Be Re-Engaged!



## Are You Getting Your Needs Met?

*“Before a person can deliver what he should as a manager, he must first receive what he needs as an employee.”*

-- Wagner and Harter,  
*The 12 Elements of Great Managing*

# Thank you!



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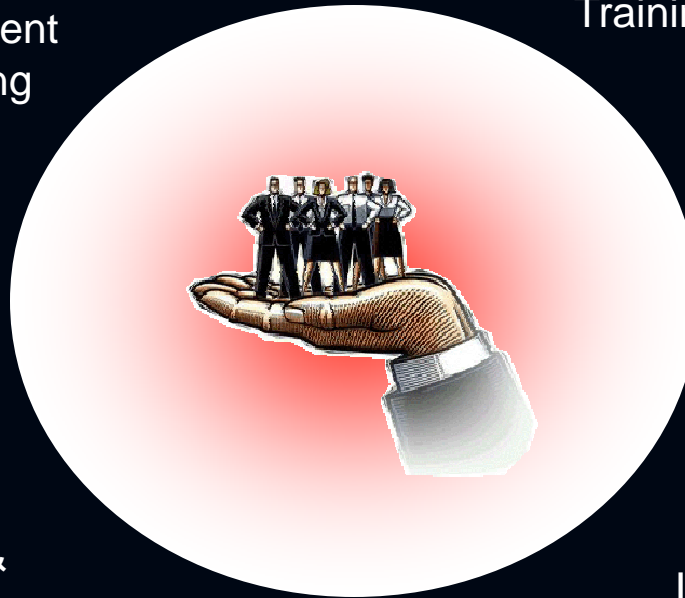
Employee  
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