

The Finish Line

June 2009

Volume 9 Issue 6

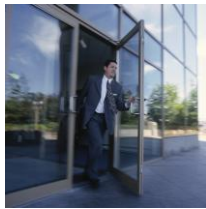


Why Do People Leave Their Job?

Experience-Based Retention

- *Is it because of money?*
- *Benefits?*
- *The fact they believe there are no real opportunities for them at the company?*

While many might argue about which of the above has more impact on whether or not a person decides to jump ship, attempting to identify the main overall culprit is probably the least productive approach to increasing retention.



Why? Because while studies may show that one factor carries more weight than another, those same studies also show that **all** of the factors have the ability to influence people to some degree.

So that means by focusing solely on the main culprit – whatever it might be – your retention plan is only as good as the number of people in your company who are primarily affected by that factor. Which means that it's nowhere close to being 100% effective.

People and situations

Are you going to retain every person you hire? Of course not.

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Employment Laws You Should Know

Adverse Employment Action is any action taken by an employer that negatively affects an employee's job, for example, demotion, firing, discipline or failure to promote. In most employment discrimination cases, the employee will have to prove that the employer took some sort of adverse employment action in order to win.



Affirmative action includes efforts by employers to remedy past discrimination in the workplace or an industry by making a special effort to hire women or members of certain minority groups. Most private employers are not required to conduct affirmative action, and in fact, may violate the law by doing so. Government employers and contractors, in contrast, are often required by law to institute affirmative action programs.

Bona fide occupational qualification ("BFOQ") is a job requirement, such as a specified age or sex, or the ability to lift a certain weight, that is potentially illegal because it excludes a protected class of people, but which is proven to be in good faith and legal under the circumstances. The successful use of a BFOQ defense is rare.

Contact your legal representative for more information and/or clarification.

Great Managers Remove Obstacles

"Managing is the art of getting things done through and with people in formally organized groups. It is the art of creating an environment in which people can perform as individuals and yet cooperate towards the attainment of group goals. It is the art of removing blocks to such performance."

– Harold Koontz



ONE MINUTE IDEAS

Identifying Potential Team Leaders

As a team leader, you are the most important source for identifying potential team leaders in your company. This list shows some of the things you should remember as you evaluate your team members:

- ◆ **Have** clear goals and objectives outlined for each member. (Or review what they have outlined)
- ◆ **Observe** each members behaviors, skills, attitudes, values, and personalities.
- ◆ **Make** sure each team member has an opportunity to be the leader of a project or task.
- ◆ **Encourage** them to enhance their skills by attending seminars, getting leadership training and development, and/or taking educational courses.
- ◆ **Keep** everyone aware of your team goals, objectives, and accomplishments.

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"Do what you can, with what you have, where you are."

— Theodore Roosevelt

Pat Gruber is the president of **Pat Gruber & Associates**. His company has provided **Coaching and Consulting Services** to companies nationwide at all levels of the organization from executives, managers, supervisors, sales managers, to front line staff. His company is dedicated to helping people and companies achieve their dreams and goals.

*For results you can count on contact **Pat Gruber & Associates** at 573-268-3318.*

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The key is to retain those people you *want* to retain, those employees who make a difference and contribute a tremendous amount to the company in numerous ways. And in order to retain those superstar employees, you have to consider what kind of **experience** you're providing to them.

Life is nothing more than a series of experiences, and people respond to them in a rather predictable fashion. They strive to avoid negative experiences, and they tend to gravitate toward positive ones. That rule certainly applies to people. After all, people provide an experience, don't they? I'm sure you could identify people in your life who provide negatives experiences and people who provide positive ones.

Which ones do you try to avoid?

The same holds true for an employment situation. If people aren't receiving a positive experience in their job, they're going to try to find a new one. The challenge is to ensure that they're receiving that positive experience. However, there are two aspects of this challenge to keep in mind:



Experiences are very **person-specific**. In other words, what one person believes is a positive experience might not be the case for another person. Employees are not apt to come right out and tell you what constitutes a positive experience for them. Unless you have a very outgoing and highly communicative person on your team, you'll have to gather that information yourself.

Productivity and profitability

As you might imagine, there are many different components to an experience, especially an employment experience. The good news is that there are ways to not only account for all of them, but also to ensure that you're addressing them in a way that will create positive experiences with your team and increase retention.

In future issues, we're going to identify and discuss these different components, how they affect the overall employment experience and why, and how your understanding of them can help you to maximize the productivity – not to mention the profitability – of your team.

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Delegation

Test how well you delegate authority to your employees by asking yourself these questions:

- **How often** do I say "I should have taken care of that myself"?
- **What is** the turnover rate among my employees?
- **Are my** employees frequently absent when they're not sick?
- **How many** people that I have directly supervised still work with me?
- **How many** of my employees would follow me if I took a new job at another company?

Source: *Streetwise Managing People*, by Bob Adams et al., Adams Media Corp., Holbrook, MA 02343.

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