

AN INSIGHTS PAPER

Revolving Doors: Recruitment and retention leadership tips





Introduction

The war for talent is on. And for many businesses the situation is becoming costly. A dwindling labour pool means higher salaries are being offered to attract new employees and an array of benefits are being built into remuneration packages to be seen as an employer of choice.

Then for those losing talent, there is the cost of recruitment, advertising, and the toll on their existing people as they step into the breach to keep things afloat, increasing risk of burnout, and loss of productivity due to a massive reduction in bandwidth.

We all know there's a better way and that is getting your people to choose to stay. But that's easier said than done. What are the specific aspects of leadership and culture that make the biggest differences and what parts are our people telling us we are not doing well enough in?

We've taken a look at the biggest differences in questions between our customers' onboarding and offboarding results and have some tips to get your people to stay. This tells their story of what people expected going into an organisation, one week into their role, and their feelings when they left.



Leadership

Straightforward,
adaptable and focused
on driving actions for
continuous improvement



■ ENTRY

■ EXIT

■ DOWN

The organisation's culture was
what I expected to be

81%



62%

↓19%

Our organisation is a great place
to work

83%



65%

↓19%

I have/had the resources and
support necessary to be effective
in my role

80%



65%

↓15%

My manager supports me in
my role

88%



73%

↓15%

The organisation's vision and
values align with my own
personal purpose

88%



73%

↓15%



We've all heard the wonderful truism that people leave managers not organisations. So are the issues in your organisation systemic or in certain teams/roles/departments and how do you know?

Remember that giddy feeling when you land a new job? You've had your interview, the place sounds like it was made for you and you can't wait to get started. But then over weeks, months or sometimes years, slowly the honeymoon period comes to an end as perception has not met reality? We've probably all experienced it at one time or another and it can make you rethink your choices.



Top tip: Always make sure the position description aligns with the role you are interviewing for.

Be open and honest about the true situation of the organisation, its challenges and make sure anything that is not working well is understood from day dot.



TOP TIP: Don't wait until someone resigns to find out how they feel about the organisation as a place to work.

By the time they have resigned it's too late. Ask regularly. If the responses aren't as expected, take a deep dive as to why. Is it leadership or management driven, is it organisational wide, is there just pockets of people feeling this way or is it the feelings of one or a handful of individuals? In the war for talent, word of mouth is crucially important when people are seeking referrals.



TOP TIP: Create an open environment where your team can share their views on where things are not quite as they should be.

Set time aside at your one-on-one meetings to specifically cover off how your team member is feeling. Then talk about any issues generally as a team encourage them to share your views. Things can't be fixed if they're not reported as broken.



“What are our people
really thinking?
How do we know?
How can we be sure?”

Culture

■ ENTRY

■ EXIT

■ DOWN

I felt safe to tell the truth even
when it was unpopular

82%



63%

↓19%

I would recommend this
organisation as a place to work

87%



71%

↓16%

I felt like I fitted into the
organisation's culture

85%



72%

↓13%

I was encouraged to be myself
at work

86%



76%

↓10%





Top tip: Let your people know their worth.

Regularly review performance and offer praise where it is due. Sometimes a simple thank you is all it takes for someone to feel valued and respected. Don't wait until you receive a resignation letter to offer people what you think they are worth. Keep your eye on the market and reward when necessary.

Top tip: Address poor behaviour early.

Always a tricky one when any poor performance is dealt with behind closed doors and is a confidential conversation between a leader and a team member. However, a new employee will want to see any instances addressed quickly and then see a change in behaviour. Monitor changes in behaviour yourself and if they are not being seen, or unexpected changes, follow up. If positive change is being seen, acknowledge it and when appropriate, offer praise.



Top tip: Be clear about the purpose of the organisation and what it is trying to achieve.

When a team member feels aligned to the purpose, magic can happen. Misalignment can be highly destructive. Be clear what the organisation's values are, and if at development stage, do it from the bottom up. People want to see the golden thread, how it connects to vision/purpose and how what they do, contributes to it.



TOP TIP: Have regular conversations with your people about their expectations and in exchange, what you expect from them.

It is awfully hard to meet expectations if you don't know what they are. The expectations from your people won't always be realistic and that's ok. But at least by taking the time to listen and hear what your team have to say you can acknowledge what they are feeling and look for opportunities for improvement. You don't need to provide a response immediately so say when you need time to think about a response. Don't be afraid to say no, but when you do be ready to back it up with the why. Don't let your team member think everything is going great if it's not. People, just like leaders, can't change if they don't know where they need to improve. Constructive feedback is always a gift. It either reinforces the good things you're doing or helps you identify how you can get even better. Don't let the gap between reality and expectation get too big if you want your team to feel empowered and engaged. Talk about the environment the organisation is operating in, how it is changing and how they, as an individual, can make a positive impact and keep checking in.



Top tip: Psychological safety is a must. Providing an environment where people feel they can share their views openly and honestly, particularly when it may come to sensitive issues such as bullying, harassment or intimidating behaviour is critical to your organisation's success.

You need to provide a safe environment and processes, for them to provide their feedback. Listen to what they have to say and then take action to make improvements. If you're not sure how, run an anonymised survey to take the pulse of the organisation. Sometimes it is the only way to uncover the truth. People who feel valued and respected at work feel a higher degree of loyalty and are more likely to stay. Most importantly, when someone raises an issue new or current, ensure there are ABSOLUTELY no recriminations. It's the only way to build loyalty and trust.




Say you'll stay...

The best way to take the current pulse of your organisation is to ask. Our stay survey is a set of targeted questions aimed at providing a barometer on whether people still feel connected to the organisation, whether they are fulfilled in their work and, if they are thinking about leaving, what would encourage them to stay.

The questions focus on the purpose and meaning of people's work and how emotionally invested they are in what they do, as well as what is working well and what isn't from a leadership and culture perspective.

To find out more contact us.





Want to know more?

We believe organisations can only achieve their true potential when their people feel valued and respected.

Talk to us today to ensure all voices in your organisation are heard and acted on.

Contact us

askyourteam.com/contact-us

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