Making Better Decisions
Lesson 5-3: Retaining People

Discussion Guide – Confidentiality Reminder
One Word Check-in
Update – Personal, Business, Leadership

"Work at living in peace with everyone, and work at living a holy life, for those who are not holy will not see the Lord. Look after each other so that none of you fails to receive the grace of God. Watch out that no poisonous root of bitterness grows up to trouble you, corrupting many." Hebrews 12: 14-15 (NLT)

Retaining people is critical for the health of your organization. The cost of hiring and training new staff is substantial. It takes time for people to know what they are really supposed to do, develop relationships with co-workers/clients and learn the systems. In some cases, it may take over a year for new staff to become fully productive.

The most common reasons for people leaving a company are a lack of opportunity for growth/promotion, poor relationship with a boss or a desire for more money/benefits. Retaining staff in today's post-pandemic environment is more challenging than ever.

Many employees have mentally resigned but not physically quit. This is an age-old problem that increased during the pandemic due to a lack of face time and decreased staff engagement. Quiet quitting is a new term that refers to employees who are not engaged and lack the energy to complete the work necessary for a dynamic and healthy workplace. Jim Harter wrote an article Gallup.com[1] suggesting quiet quitters now make up over 50% of the workforce.

What must companies do to keep people? The list is endless, but here are some big picture items on which to focus:
- Learn the desires and dreams of your staff and figure out if the organization can help them accomplish these.
- Invest in your staff's leadership and technical skills development.
- Understand the role of emotional intelligence in leading and managing people.
- Care about your staff's personal lives; learn people's names and about their family.
- Create opportunities for advancement within the company. This likely means you need to have a growing company.
- Have a benefit structure that is in the 75th percentile of your peer companies.
- Have a system to evaluate the effectiveness of your leaders/managers/bosses so that unhealthy ones can be coached, moved to another position or removed from the organization.
- Remove bureaucratic structure that creates burdensome, non-effective work.
- When people leave, if possible, make sure they leave on good terms, because there is a real possibility that they might return some day. Also, have an honest face-to-face exit interview.

Shared Experiences:
- Can someone share what kept them at a company or why they left? How does this compare to the list above?
- If you are in leadership, what do you see as your biggest challenge to keeping people?
- How have each of you seen the pandemic affect you and your company? How do you think this will impact the future of your organization?
- How do you see companies care for their staff in a meaningful manner?
- In your organization, how can you learn how to best improve staff engagement?

Bottom line: Retaining people starts with caring for your staff and coworkers well. By investing in the development of your staff and prioritizing your relationships with them, you can create an environment where each team member feels appreciated, valued and incentivized to work harder. Not only will you have lower turnover, but you will create a thriving company culture that points toward the Father.

One Word Check-out

Dig Deeper

Want to learn more?

- [1] *Article:* Is Quiet Quitting Real? by Jim Harter published in Gallop.com
- *Article:* The Effective Decision by Peter F. Drucker published in Harvard Business Review
- *Video:* Daniel Goleman Introduces Emotional Intelligence speaking at Big Think
- *Article:* Why People Quit Their Jobs by Genevieve Grave published in Harvard Business Review
- *Video:* The Leadership Challenge by James Kouzes speaking at Talks at Google
- *Book:* The Leadership Challenge – How to Make Extraordinary Things Happen in Organizations by James M. Kouzes and Barry Z. Posner