



The Great Resignation

EXAMPLES FROM REAL LIFE



EXAMPLE

A member of a team in company X was promoted, and the open position was not posted. This selection has impacted the team and now there is lack of motivation, and trust for management.

The overall morale of the team is low. When asked about how the selection was made management avoided any discussion or explanation regarding why the job was not posted and how the selection was made. As a result of this, several team members quit the job and were immediately hired by a competitor. This situation is impactful to the organization in several areas, retention, turnover and will not support economic growth.



EXAMPLE

In company XYZ, several new hires are onboarding. Managers are having difficulty understanding and managing the traits of these new employees – The managers are Baby Boomers. Younger employees are very capable of doing the job; however, they question the policies, work hours and asking about promotions. It is important that management learns how to effectively understand the traits of these employees and effectively communicate with them.

In the past two years our lives have been greatly changed by the pandemic caused by COVID-19. It hit our world twirling with the speed of an EF4 tornado. As we continue our wait for things to settle, many issues continue to fall out in all areas of our lives, especially in the workplace.

This article is a snapshot of how the American workplace has experienced greater conflict since the arrival of the pandemic -- which has led us into the "Great Resignation". America is changing and the conversation must be had regarding how we deal with this change.

EXAMPLES FROM REAL LIFE



EXAMPLE

Another element in the exodus in the workplace is the situation where the Baby Boomers object to being supervised by the younger employees and they too quit, retire, or seek other employment. Managers are challenged by this situation too since they lose the knowledge and expertise of experienced employees.



Several reasons have been identified regarding why people are making this mass exodus from the workplace. Some of these reasons include pay, lack of flexibility, safety and health concerns, diversity, equity and inclusion, generational differences, and poor management to name a few. Let's choose one of these reasons for this discussion, poor management. People are shouting from the rooftops – "I'm out" – and they are leaving their jobs in droves. This is causing conflict in the workplace that needs resolution.

The resignation of an employee for whatever reason represents a lost in revenue and an in institutional knowledge. Many organizations are now seeking to take steps to retain their employees through scheduling, remote work, shorter work weeks, and overall intentional work-life balance.

Remote management is another big challenge managers are facing since the onset of the pandemic. Without any notice, there was no more management by walking around – managers had to learn how to effectively manage their teams from a distance.

While statistics show that working from home has increased productivity in organizations by 75%, it is also a contributing factor to the Great Resignation. Why, because some managers have not adjusted to this new reality and lack skill in remote management. Some managers continue to demonstrate a lack of trust that the work can be accomplished without face-to-face interaction or micromanaging. This is causing a disconnect between managers and employees; consequently, contributing to more decisions to leave the organization and seek other employment.

Just as adjustments had to be made for remote management at the onset of the pandemic, there is more redesign necessary to retain employees.

Because many of these resignations may be closely connected to poor management, it is important that managers be trained in how to lead their teams demonstrating trust and integrity.

Management must be cautious not to fill open supervisory positions in haste with people who have little or no experience in management. This lack of knowledge causes conflict and opens the door wider for more resignations.

Poor management creates a huge gap in any organization, once identified and corrected the organization can move forward in hiring and retaining the best qualified people.

The question is – what can organizations do to retain employees?

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One approach is for management to come to the realization that the workforce has changed, and a new play book has been written. The previous approach to managing people is now obsolete.

The human element in people management is greater than ever! Organizations must now see the importance of showing trust, keeping the team motivated, using open communication and having flexibility. People must believe your motives are genuine and intentional for the good of everyone.

What is your management style and how are you motivating your team?

The pandemic is forcing us to see life differently. We are challenged to think about our own mortality, what is most important, what do we really want out of life, -- and yes it has and continues to challenge us mentally and physically.

Make no mistake, the vibe is very clear there is little tolerance for petty things now. People want to feel they belong, are trusted, and free to bring their creativity to the workplace (onsite or remote). People have felt this way all along, now they are demonstrating their desires by leaving.

How do we test the waters to find out what people want?

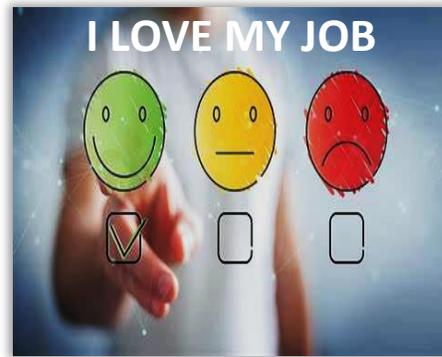
This can be done by conducting a diagnostic review of the organization in order to create a customized survey tool. The data collected from this review can be used to make recommendations and/or changes to existing policies and procedures where needed. This is where the people get to share their thoughts and beliefs about the organization.

How would you describe your organization's culture?

This feedback will be instrumental in understanding the culture your organization seeks opposed to the culture that exists. This is an in-depth project that can give insight into what motivates your people to stay or leave the organization.

The key factor in this process is to ensure that the leadership and management teams understand the urgency for change and that they receive training.

It is important that the management team realize the impact of the "Great Resignation" and see things differently – the approach is from a human perspective with a focus on trust, integrity, values, communication, and the desire to hire and retain the best qualified people.



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Joyce Pattillo is the founder of J Pat Consulting. She is a consultant with over 20 years' experience motivating management to enhance their leadership skills and build stronger teams. Her approach allows clients to realize how business planning, diversity strategy, and increased productivity are linked to culture change and business profitability. If you would like to discuss a diagnostic review for your organization, you can contact her at (501) 779-3526.