

THE EXTRA POINT

BY JERRY ROBERTS



872 Lack of Engagement Can Cost You Talent

George lost a good worker recently. Rebecca, a talented young woman who seemed to love her job, submitted her resignation. In her exit interview with George and the HR manager, Rebecca told a story that has become familiar across the board in all industries, in all nations. I'm Jerry Roberts, and we'll talk about that story, next, on The Extra Point.

The Gallup Organization did an exhaustive, groundbreaking study of the workplace, in numerous countries, and found that there was a constant when it came to why a high percentage of workers had quit their jobs. They were looking to get away from their boss.

Rebecca was a rising star in the company, and George had his eyes on her for executive development. Then, Rebecca's manager took another job, and Mary became the new department head.

Mary's style was very different from her predecessor, and the two women had difficulty in communicating. Mary was critical of Rebecca's work in front of other employees, and removed her from a special project. The relationship went downhill, as did Rebecca's production.

Rebecca went to the HR manager and requested a transfer to another job. It wasn't possible at the time. She tried to deliver on Mary's demands, and to get along, but the criticisms mounted.

Finally, a friend told Rebecca of a manager position opening in her company. Rebecca immediately interviewed for the job, landed it, and announced her resignation.

Rebecca didn't blame Mary for the trouble, but George clearly understood that she left because she didn't want to work for her any longer. As we've said for years — people don't leave companies, they leave managers.

The Gallup survey had other data that's worth mentioning. It reported that "at least 70% of the variance in employment engagement" was caused by managers. This included areas such as productivity, profitability, health, and safety.

Employee engagement is directly connected to the key performance indicators that organizations are keenly interested in. When engagement suffers, the results suffer. You can't separate the two.

It goes on. Gallup reported that managers who work for engaged leaders, are 39% more likely to be engaged. It gets better. Front line employees who work for engaged managers are 59% more likely to be engaged.

If you're a senior leader, and you've always figured it was your job to promote engagement, but it wasn't terribly important that you were engaged, you couldn't be more wrong.

You have to be the poster child for engagement. Workers gave to see it on your face, in your step, and when they hear your voice.

If they don't see it in you, your words that they need to be engaged will ring hollow.

The most important relationship in any organization is the relationship between a worker and his/her supervisor. The manager is, in many ways, the employee's lifeline to the company. They look to the manager for growth, future development, security, safety, and more.

When it's there, and when that relationship deepens, powerful things can happen for the individual and the organization. When it's not there, people like Rebecca leave, to go in search of what they're missing.

(Con't.)

Make no mistake about it. People leave managers. It is preventable. Work with your managers, train them well, and hold them accountable to do the same with the people they supervise. That's a win, all the way around.

That's The Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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