

THE EXTRA POINT

BY JERRY ROBERTS



1556 Keeping Workers Employed Longer – Part 2

Today, more thoughts on how to keep workers on your payroll longer, thus reducing HR costs and enjoying greater staff continuity. Yesterday, we talked about including workers in decisions that affect their job. Today, we turn to ideas for developing talent. I'm Jerry Roberts and we'll jump into this topic, next on The Extra Point.

Keeping workers longer, that's a critical issue for every employer, and certainly for all HR managers.

As mentioned yesterday, we discussed the need to give workers a voice in the issues that impact their job. Giving people a chance to offer input before a decision is made is a big deal.

2. Career development. Most people are very interested in growing their career. Of course, the younger generations are focused on that more than the others. I would call it a "hot button" issue for them.

One of the keys to keeping any worker for a longer period of employment, is to help them build their skill set. This isn't just Gen Z and the Millennials.

If you put out effort and money into somebody's growth, you're going to get their attention, regardless of their age group.

Younger workers have a thought that if they hang around with an employer that doesn't prioritize development, they'll end up with a career that ends up at a dead end.

Once they come to that conclusion, they'll likely be looking around for another job.

We don't want that to happen and we'll take three steps to avoid it. If I'm your worker, I want you to come to me this way.

2a. Take my temperature on development. "Jerry, we like the work you're doing for us and we think we can help you develop even greater skills...but only only if you're open to

doing that. Would you be interested in higher level training, with the idea that it could lead to additional responsibilities and advancement?"

If the answer is no, move on to somebody else. The question has been answered. On the other hand, most people will say yes.

I want acknowledgement that they want more. I want them to hear themselves say that they want more.

The key to this step? You don't have to plan the rest of their career right now. All you need is how to move them up one level.

Add skill and responsibilities, and maybe get a pay bump. Add more skill and responsibilities, and maybe get a promotion.

This is wind beneath their wings, and even Gen Z kids are cool with that.

2b. Give the worker new experiences. Put them in meetings, brainstorming sessions, ride-alongs with workers in other departments, and take part in company projects that are outside of their normal job.

This adds to the worker's excitement level, and enthusiasm can soar.

2c. Cross-training into other roles. You can let workers learn skills for work that may be associated with theirs, or something different altogether. Out of a 40-hour workweek, maybe they spend a half-day in some other job.

This can be good for the workers as well as the employer. The worker gets a little variety added to their week, picks up new skills, and the employer now has someone who might be able to fill in for a worker who is out due to illness or injury.

(Con't.)

Career development is a major issue with workers. Have a personalized strategy for each worker.

One more thing. Drop the word “career” when you’re talking to Gen Z talent. They’re almost certainly not thinking about as career with you. Just go with “development”, “skill building”, “leveling up”, or another word I hear more of these days...”elevate”.

I can hear some people saying, “What if I put out effort and money, and they leave me anyway?”

It might happen. If you’re looking for some kind of guarantee here, I’m not sure that’s the best strategy.

I suggest that you keep helping them grow. Why would they leave you when you’re in the active process of doing that?

If you want workers to stay with you longer, take an interest in helping them to get better.

We’ll have more on this topic tomorrow, when we talk about the relationship between manager and worker.

That’s the Extra Point. Be responsible and make something good happen today. For 93.3FM, the Ray Gibson Show, and First Hawaiian Bank, I’m Jerry Roberts.

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