

## WHY PEOPLE LEAVE THEIR JOBS

BEFORE YOU CAN CONSIDER THE CHALLENGE OF ATTRACTING AND RETAINING PEOPLE, YOU MUST CONSIDER WHY THEY LEAVE THEIR JOBS. WHAT DRIVES PEOPLE FROM THEIR JOBS? PROFILES INTERNATIONAL RECENTLY COMPLETED A SURVEY TO EXPLORE THIS. HERE ARE THE PRIMARY REASONS PEOPLE CHANGE JOBS:

1. UNHAPPY WITH MANAGEMENT AND THE WAY THEY WERE MANAGED — 30%
2. NO RECOGNITION — 25%
3. LIMITED OPPORTUNITIES FOR ADVANCEMENT — 20%
4. INADEQUATE SALARY AND BENEFITS — 15%
5. BOREDOM — 5%
6. OTHER (RETIREMENT, CAREER CHANGE, SABBATICAL, ETC.) - 5%

THE MESSAGE IS SIMPLE — IF YOU WANT TO ATTRACT AND RETAIN TOP PEOPLE, THESE ARE THE KEY ITEMS FOR CONSIDERATION. A CRITICAL PREREQUISITE FOR THE HIGHEST PROBABILITY OF SUCCESS IS THAT THE PEOPLE INVOLVED HAVE TO DESIRE TO CORRECT THE PROBLEM AND COMMIT THEMSELVES TO MAKE THE EFFORT REQUIRED OF THEM.

HERE ARE SOME THINGS YOU CAN CONSIDER DOING TO ADDRESS THESE CHALLENGES AND THE NAME OF THE TOOL THAT WILL PROVIDE EXCELLENT INFORMATION TO HELP YOU:

1. CREATE A RECOGNITION CULTURE FOR EXEMPLARY PERFORMANCE.
2. CREATE A HEALTHY WORK ENVIRONMENT BY: (A) OPEN COMMUNICATION, (B) DEVELOPING AN ATTITUDE OF COOPERATION AND/OR THE CONCEPT OF TEAM, (C) DEVELOP AN ATMOSPHERE OF TRUST.
3. OFFER OPPORTUNITIES FOR CONTINUED SELF-IMPROVEMENT. PROVIDE COMPETITIVE PAY AND BENEFITS.
4. \*MATCH PEOPLE TO JOBS. TYPICALLY, PROBLEMS ARISE WHEN THE JOB IS TOO MUCH OR TOO LITTLE OF A CHALLENGE. PEAK PERFORMANCE RESULTS WHEN THE PERSON HAS THE THINKING, BEHAVIORS AND INTERESTS THE JOB REQUIRES.
5. IDENTIFY WAYS THE SUPERVISOR CAN IMPROVE THEIR WORK RELATIONSHIP WITH THEIR DIRECT REPORTS. IN OTHER WORDS, MATCH THE EMPLOYEE WITH THE MANAGER.

ALTHOUGH THERE IS NO “SILVER BULLET” TO HELP YOU WIN THE WAR FOR QUALITY PEOPLE, BY APPLYING THESE FIVE SENSIBLE STEPS, YOU CAN ELIMINATE A HIGH PERCENTAGE OF THE REASONS PEOPLE DEFECT. YOU WILL THEN BE WELL ON YOUR WAY TO BECOMING AN EMPLOYER OF CHOICE.

\* Having followed 360,000 people through their careers during a period of 20 years, a major study published by *Harvard Business Review* demonstrated that a key ingredient in retaining people is ensuring that they are matched to their jobs in terms of their abilities, interests, and personalities. The study found that when you put people in jobs where the demands of the job matched their own abilities, where managers were willing to coach and adapt, where

the stimulation offered by the job matched their particular interests, and where the cultural demands of the position matched their personalities, staff turnover decreased dramatically, and productivity increased dramatically.