

From the Great Resignation to the Great Retention

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Kuborn
Consulting LLC

Helping Leaders, Teams and Organizations reach their full potential
Executive Coaching and HR Consulting Services

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What's behind the **Great Resignation?**

- The search for meaning – in work and personal lives
- Continued effects of the pandemic – physical, societal, emotional
- Demographic changes and acceleration of virtualization - power dynamic is moving in favor of employees desiring flexibility, choices and more autonomy
- Workplaces, or leaders, that have lacked a sense of humanity
- Mis-match between available jobs and desirable jobs, along with surge in entrepreneurship

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What can employers do? Create a **People-First Workplace**



- Connect to a compelling **Purpose**
- Embrace **Change and Flexibility**
- Use **Culture** as a strategic advantage
- Create a **Sense of Belonging**
- Double-down on **Development**

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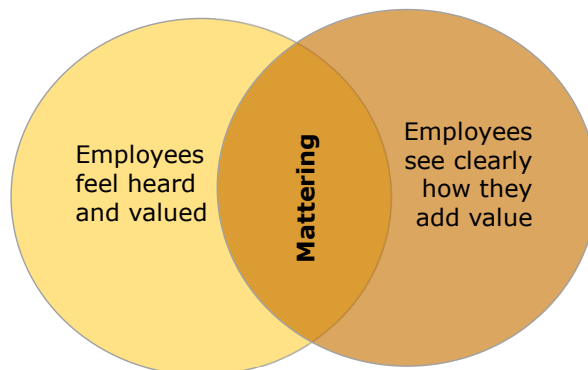
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Purpose – looking at our whole lives, both personal and professional

- Create a compelling sense of purpose through relevance
 - How do you add value – product you produce, experience or service you offer?
 - Who benefits from this impact?
 - How do employees see their contribution to the overall impact?
- “Mattering” matters
 - Promote development of personal relationships
 - Measure accomplishments to show impact



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Learn to embrace Change and Flexibility

- **Flexible work arrangements** are here to stay(PwC study):
 - 76% of professional workers want flexibility made permanent
 - 72% employees want to work at home at least 2 days/week
 - 32% prefer full-time remote work
- Flexibility and **fairness** with on-site/hybrid/remote employees
 - Balance what can be done for various groups, how can your hourly on-site employees feel they are being treated "fairly"; fair does not meet "same"
 - Meet people where they are and be ready to adapt
- **Pull vs Push** – Create positive reasons for engagement
 - Weekly social routines: Monday Muffins / Taco Tuesdays / etc
 - Culture days or other learning events
 - Special recognition events



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Change and Flexibility Think outside the box

- **Returnships** – part-time hours similar to internships for working moms trying to re-enter the workforce
- Create or utilize existing **Alumni Networks**
- Create and utilize Employee Resource Groups or external organizations such as WoTM to **understand impact** on diverse candidates throughout the hiring process and employee life cycle
- Challenge thinking language used on **job requirements** – is a bachelor's degree really a requirement, or could relevant experience and aptitude be just as good? Are descriptions written in a way that casts a broad net?

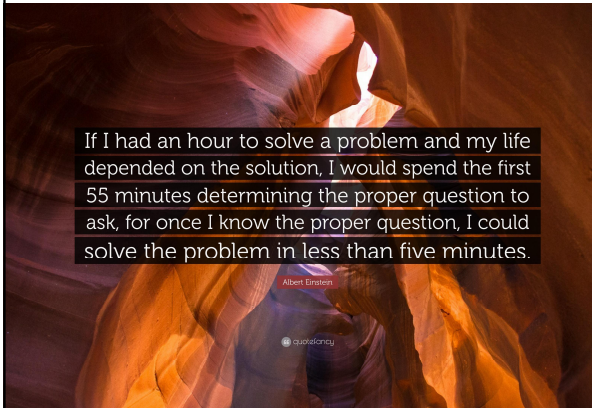
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Develop **Culture** as a strategic advantage



- Start by really **understanding the problems you need to solve**
- Use engagement surveys, listening sessions or meetings with leaders to ask powerful questions that will help you understand what is important to your employees
- Develop open and transparent plans to work with the insights you gain
- Provide updates on status and Follow-up on a regular basis

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Ask Pro-active Retention Questions

- What do you like most and least about working here?
- If you could change something about your job, what would that be?
- What part of the job makes you feel connect to our mission?
- What talents are/are not being used in your current role?
- What parts of your job give you energy, and which parts drain you?
- What can I do more or less of as your manager?



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Create a Sense of Belonging Inclusive Work Environment

- We are wired to thrive when we feel a **Sense of Belonging**
- When **employees feel their uniqueness is valued**, they are more likely to **bring their whole selves to work**
- Designing and embedding listening sessions, surveys and open dialogue into your culture can provide a **valuable resource for employees to feel supported and heard**
- The highest performing teams are those that have created **Psychological Safety**, where employees feel comfortable asking questions, challenging decisions and sharing their ideas



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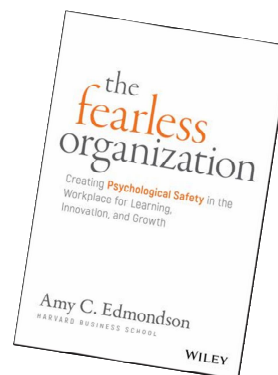
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Your role as a leader in creating Psychological Safety

1. Frame the initiative as a learning problem – everyone's input is needed to get to the right solutions
2. Acknowledge your own fallibility – "I don't want to misunderstand or assume"
3. Model curiosity – ask powerful questions using "What...?" or "Help me understand..." questions, rather than "Why?" which makes people defensive



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Double-down on **Development**



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Double-down on **Development**

- Have recurrent meaningful Career Development / Pathing Discussions:
 - As we think about your development, what do you want to learn in the year ahead?
 - What could you do in your current job that would feel like an opportunity to stretch?
 - What kinds of jobs are you interested in next?
- Create a Mentoring or Coaching Program
- Hold Learning Days – consider making them employee-led
- Incorporate experimentation and entrepreneurship opportunities – Hackathons, Agile/scrumb teams, employee-driven innovation (i.e. dedicated time for employees to have free reign on development ideas to improve the business or culture)

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Create an Experience Map For Faster Growth

My targeted role is

By Name

From: Current role

Xx Focused: Capable of (Functional) Roles

To: possible future role

Business Focused: Capable of (Functional/Leadership roles in or outside of current Function) and which types of experiences would help me reach my goal (People Management, new scope/responsibilities, leading a Change initiative, Project Mgt, new location, etc.)

Functional (core) experience I need	Management (proving) experience I need
1. xx	1. xx
2. xx	2. xx
3. xx	3. xx

Likely barriers to my plan	How to overcome them
1. xx	1. xx
2. xx	2. xx

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Questions?

To learn more about leadership coaching or how to help your team reach optimum performance, contact Kim:

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Thank you!

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