

Addressing Staff Turnover & Getting Unity of Business Purpose

When staff turnover is high, it's usually a sign that something is wrong with your company. However, there are lots of reasons why your staff might leave – some bad, some good. If you want to keep your team happy and engaged, then it's important that you address the issues at play proactively.



Positive Staff Turnover

There are a variety of reasons why people leave a company. There's the good leaver, who leaves for a better opportunity elsewhere; the bad leaver, who leaves because he or she doesn't like you/your boss/your company culture. And then there are those who simply move on to something else in their lives—they may have been promoted internally, they might've gotten an offer from another company that they couldn't refuse, or they could've decided to start their own business.

The last category is perhaps the most interesting one to consider when thinking about staff turnover: these are employees who have left to pursue some new endeavour (often one related to your industry). They may not have quit in anger or unhappiness; instead, they might have simply decided that their current position wasn't what they wanted anymore and had no other options available within your organisation.

Negative Staff Turnover

Good leavers are not always a problem. However, bad leavers can be a huge drain on the organisation. These are people who leave because they don't like their manager or the company. These types of staff members tend to be vocal about their experience within your workplace and may even have negative opinions about it—which means that you're at risk of losing other employees as well.

Bad leavers may also be vocal about their poor experience at your organisation externally—this can hurt your brand's reputation, which makes it harder to attract new talent down the road. Additionally, these negative experiences may result in lawsuits over non-compete agreements and other employment issues that could cost you money.

People (usually) Quit a Manager - not a Company

Listening to your staff and responding to their feedback is crucial. When someone quits, it's important to ask yourself why they left. Did something happen that you didn't know about? Did your employee feel like they weren't being heard or supported?

Most people don't quit because of the company; they quit because of their manager. And it's important that we don't ignore issues within teams/departments, so they can be corrected before they become big problems. If you notice something going wrong with one of your team members, be assertive and ask them if there's any way you can help them solve whatever problem is causing this frustration in the workplace. If a person isn't being productive or isn't meeting expectations, it might be time for them to go—and letting someone go doesn't have to feel like a failure on either side of the table (even if it feels like one at first).

Competitive Pay and Benefits

One of the best ways to keep your staff is through competitive pay and benefits. Paying a living wage is an obvious, but often overlooked, way to retain workers. However, it can be more complicated than that. You also need to consider what type of benefits are important to employees—benefits like vacation time, health insurance and other perks will vary depending on your industry or company size. A study by PwC found that 77% of millennials would leave their jobs if they didn't receive these types of workplace perks. Employees should feel appreciated for what they do as well as rewarded for loyalty—especially in industries with high turnover rates, where so many people are looking for work at any given time. You might even consider offering bonuses based on tenure such as "gold" status after five years with the company (in addition to regular raises).

Employee Engagement

Employee engagement is the emotional commitment to the organisation and its goals. It's also a measure of how motivated and connected employees feel to their workplace and their work. **When employees are engaged, they tend to be more productive, perform better at their jobs, and stay with the company longer than those who aren't engaged.**

Engagement can be low because of any number of factors: poor leadership; lack of communication; lack of recognition; or having no clear vision for the future. The good news is that you can increase employee engagement by paying attention to what they are saying, and actively addressing their concerns.

Listen to Your Staff

If you want to improve staff morale and decrease the number of people leaving your company, it's important to listen to what your employees are saying. This means paying attention when they tell you that they're unhappy or frustrated and taking steps to address their concerns. It's also crucial that you ask them what they think about their jobs; how well the job fits with their skills, interests, and experience; and if there are any changes they'd like made. You can also ask them if there are things you can do better as an employer in general, such as improved communication or working conditions improvements.

If employees feel like they have a voice at work, then they'll likely be more engaged by what goes on around them, which will lead them to being happier overall with their jobs.

Offer Opportunities for Growth

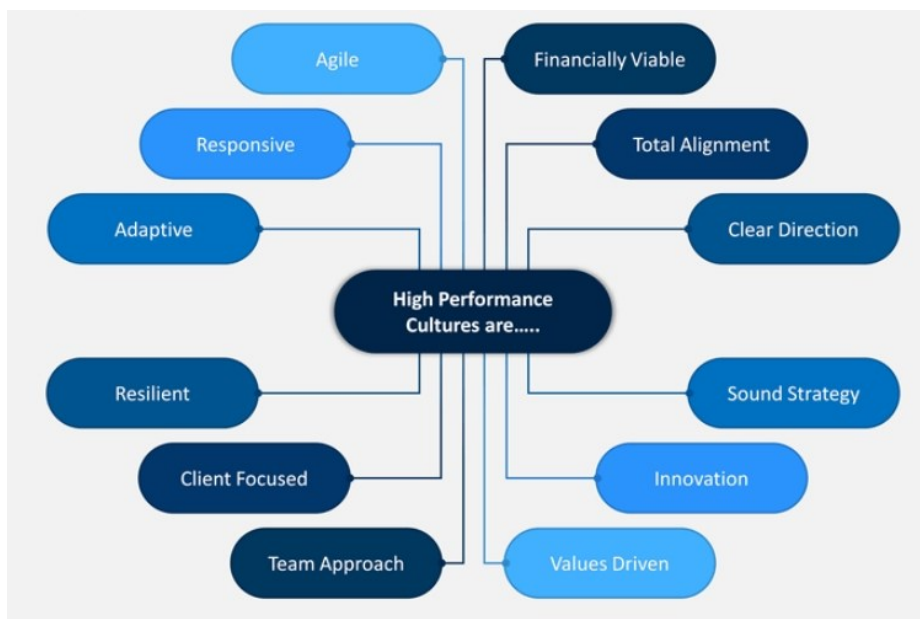
Offering opportunities for growth is one way to keep your employees happy and engaged. You can do this by providing them with a chance to try new things, encouraging them to take on new responsibilities and giving them the tools they need to succeed. Make sure that they know what is expected of them and give them the resources they need (both money-wise and timewise).

Offer Work Life Balance

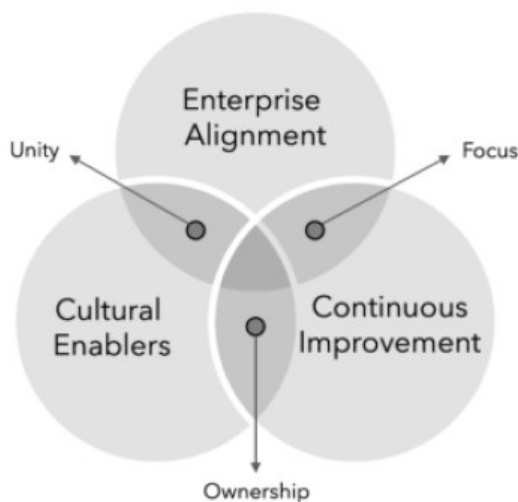
Work life balance is important for employees and can be achieved by offering flexible working hours and locations, as well as days. Employees that can strike a healthy balance between their personal lives and the office will feel happier with the company they work for, which will increase productivity, retention rates and overall employee satisfaction. While this may seem like an obvious benefit of flexible working arrangements, many companies fail to grasp how valuable it really is in terms of retaining talent.

Unity of Purpose

Some of the key objectives in a business transformation are to establish alignment, enable people, and build a culture of continuous improvement.



Of course, you ideally want an aligned organisation. But to be successful we need unity toward that alignment. Similarly, we want to enable a culture to improve. But to be successful we need people to have ownership of those improvements. Finally, as much as we want to build a culture of continuous improvement, we benefit more from creating focus. In other words, **benefit more from creating meaningful problem solving and meaningful improvements that are focused on what we are aligned to.**



Consider the relationship between these dimensions:

ALIGN + ENABLE = UNITY

The best goal is difficult to achieve if people's hearts aren't connected to it.

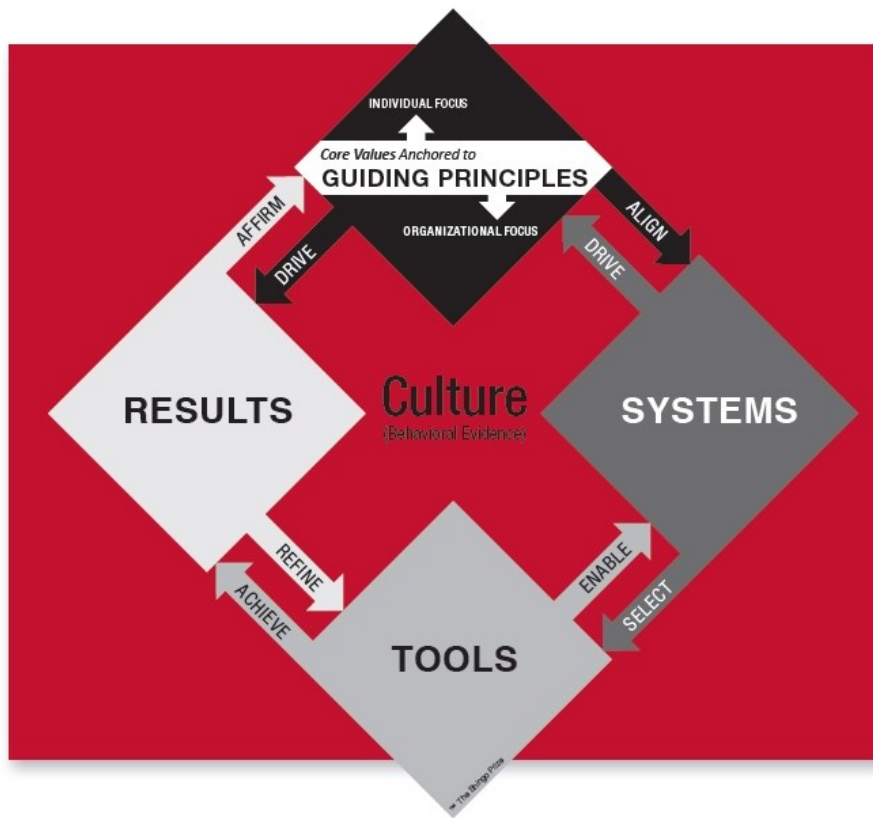
ENABLE + IMPROVE = OWNERSHIP

We can never build a culture of improvement if management owns the improvements.

IMPROVE + ALIGN = FOCUS

The difference between improvement and meaningful improvement is having a defined goal.

The Shingo Model's guiding principles, illustrate the interrelationships extraordinarily well, as shown in the diagram below.



Conclusion

The key to reducing staff turnover is keeping the right people and ensuring they are happy. You need to make sure that your company culture is one that employees want to be a part of. It's important that your company offers competitive benefits and salaries, so people are happy with their remuneration package; it also helps if there are opportunities for career growth or flexibility in scheduling work hours, so they feel like they have control over what happens at work each day.

Finally, it's vital that owners and managers listen when employees share concerns about their job satisfaction, because by having those conversations, should lead directly to addressing issues at hand.

Additional Resources

A useful resource that explains the importance of having and developing a positive culture in your business, from Australian author Jeremy Nichols CEO, at Composure Compass – *“Shaping your Culture”*, can be accessed [HERE](#).

For a copy of the business insight *“Performance Based Culture”* please click [HERE](#).

For a copy of an explanation of the Shingo Model – please refer to the *“Shingo Model Handbook for Operational Excellence”*. That handbook can be accessed [HERE](#).

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