

PCPC : Parent Co-Operative Preschool Corporation

[Staff Burnout: The Five Deadly Sins!](#)

There is no single approach that guarantees your employees will stay with your organization, but there are strategies that, if done right, will help your Centre groom and retain its best employees.

Read on for five mistakes that can destroy an organization's retention efforts, as well as tips to counter those mistakes...

Mistake 1: Treating Everyone Equally!

Some staff are better than others, period. Stop calculating the organization's turnover. Some roles are more difficult to fill, so these employees should have a higher retention priority than those with roles that are easier to fill. No matter the market, if an individual is a low performer, they're never a retention priority.

Mistake 2: One Size Fits All!

Generally, each individual in a particular job category is different. So how do you retain them? There is no one sure-fire approach that works, because every employee is motivated differently.

The only retention approach that can succeed is to engage in conversation between the manager and an individual employee to diagnose what drives them.

Shoves are the issues that make people leave. Tugs are those that make people stay. You need to ask about both, because they almost always differ. Keep in mind, however, that as much as half of your workforce could feel neither shoved nor tugged.

Shove Question: If you felt de-motivated again, would you feel comfortable sharing that with me?

Tug Question: Is there anything that would improve your working experience that you think is out of my control?

Create a summary of the conversations and rate each employee's overall risk of departure – low, medium and high. Identify the issues that need fixing, and determine whether the cost of losing someone is greater than the cost of keeping them.

For the low and medium departure risks, you've got 30 days to start fixing their shoves. With a high risk, you've got 3 days. Once you've eliminated the critical shoves, take the same approach with the tugs.

Mistake 3: Neglecting the First 90 Days!

Turnover rates during the first 90 days are higher than for any other period of employment.

Studies have also found that companies whose leaders focus on building bonds with employees during the first 90 days retain more employees during that initial period, and tend to retain them longer overall.

Don't befall a common fate: your new employee bonds with other new hires from orientation, who are working for terrible managers. Your new employee's perspective could become distorted and attempts to bond with them jeopardized.

Instead, have the new hire go to you first. Ensure they have a good image of the company, their colleagues and the leadership. Relay how valuable their job is, how excited you are to have them, and, in a positive way, summarize the work they will be doing.

Finally, introduce them to their 'buddy', someone who meets weekly with the new hire for the first month, and then every few weeks for the first six months. It's often better if it's someone other than their manager.

During the next few weeks, host a welcome party and bring by senior staff to greet them. The first performance review could come after one month, not 90 days. In this meeting, offer praise and goodies, have them describe their experience, and clarify expectations.

Mistake 4: Letting Them Leave!

Employees can feel conflicted about their decision to quit, so they don't want it challenged because they know they could be talked out of leaving. It is critical to keep them in this 'discomfort zone', so withhold relief – stop, look, listen and question.

Immediately schedule a meeting with the employee, you and someone higher up. Prepare valid arguments why the person should stay, validate their stated concerns and address the 'grass is greener' issue about the new company. Most importantly, you've got to do something to solve the employee's problem.

If the employee decides to stay with you, during the meeting provide them with a formal script to use for declining the other organization's offer – oftentimes employees will feel comfortable making the call with you present.

Mistake 5: Turning Your Back!

When people leave a company on good terms, they tend to keep that company in mind. Former employees can even become future clients. There are very simple ways to have a 'good goodbye': throw a party, touch base and update.

The exit interview should be conducted after the employee has formally left the position, and should be conducted by someone besides the former manager. Ask what made them leave; what they liked most and least, and if they would consider returning. The data gathered up should go to everyone who manages or leads people in the organization.

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