

"Ask the Leadership Consultant" *

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Question:

"I work for an organization that has a lot of employee resignations and turnover. Even with the present economic crisis we are losing some very talented people in some key departments. What are the reasons for the high number of resignations?"

Answer: If you think it is bad now, just wait until the economy improves! I sense a tremendous amount of deep frustration and anger in many workers. From *their* perspective they have acquired increased workloads, greater personal stress, and fewer resources to do their job. At the same time, genuine appreciation for what they do is at an all time low. Meanwhile they have experienced stagnant wages and reduced benefits. I find these feelings across virtually every type of business or market. Now to answer your question. I will discuss one major reason why high turnovers exist in many businesses. There are many possible reasons but for the sake of brevity I will focus on only one significant factor.

First of all... most people don't resign from jobs... they *resign* from their *managers*!

Let me explain. A great manager is a conduit of positive energy. Even if the organization they are working for is struggling or has severe problems, the effective manager filters the problems and manages *above* the obvious weaknesses of the organization. This kind of a person is a joy to work for because they don't burden everyone with the problems *they* constantly face. They know how to encourage, motivate, and get things done. They have a sincere interest in the people who work with them and have earned their admiration and respect. This person has transitioned from being a mere manager to being a leader. From the perspective of someone who works with this kind of a manager the environment is stable, productive and at least fulfilling to a degree. Often times an employee will stay with an organization that is even suffering very serious issues because of the presence of a great manager. That is... until the manager departs...

Now let's reverse the situation. A poor manager is a conduit of negativity and mediocrity. Even in a great organization they manage ineffectively and create problems and frustration for the people who work with them. They are usually selfish, demanding and insensitive toward others. Recently, someone told me about an employee who was respectfully venting about some problems in the organization. The manager stated to them, "So what are you going to do about it? Even McDonalds isn't hiring."

Wow... what a savvy motivational tool! This manager has what I have traditionally referred to as *chronic jerkism*. Sadly, these kinds of managers dominate the workplace today.

In this situation, people who work for this type of a weak manager will eventually flee the organization no matter how good or great it is. When an organization allows managers like this to exist, they lose a tremendous amount of talent. The end result is that resignations and turnover are high.

Finally, what if a weak manager is part of an organization that has serious problems? The fruits of this environment will be high turnover and a large talent drain until the only ones left... stay on the job but psychologically withdraw by becoming passive, indifferent and apathetic.

Do some people who work for excellent managers resign from their jobs because they don't like the organization, or see obvious weaknesses at the highest level? Of course... and this is another reason why good and talented people don't stay long-term with weak dysfunctional organizations.

Can someone grow to *become* a great manager or even a leader? Yes, but for most of us it is a *learned* trait, not something that comes naturally. A quality training program for managers or supervisors effectively teaches the *right attitudes* and *positive traits* that lead to success. A professional facilitator provides training that will move individuals toward personal growth and becoming great leaders. This can't be accomplished by attending a one day seminar because change is a process, not an event. An organization has a simple choice. You can either wisely invest in teaching and training your managers to become their best, or you can waste your financial resource by constantly hiring and retraining new workers because of resignations and high turnover.

If you have a challenging question you would like our consultant to discuss, please email your question [here](#). We will be happy to keep your question anonymously.

*** The advice and counsel offered by the consultant is based on the limited information provided by the questioner. No two situations are exactly the same, and the consultant makes every effort to provide helpful and educational counsel based on the information supplied.**

About the author:

Greg has an extensive thirty-five years experience in public speaking and has spoken to hundreds of audiences worldwide. Greg has a Master of Arts degree in Leadership from Bellevue University, where he also has served as an adjunct professor teaching courses in business management and leadership since 2002. His first book, [52 Leadership Tips \(That Will Change How You Lead Others\)](#) was published in 2006 by WingSpan Press. His second book, [Making Life's Puzzle Pieces Fit](#) was published in March 2009. Both are available at amazon.com. Greg is also the president of [Leadership Excellence, Ltd](#) and a Managing Partner of the Leadership Management Institute. Leadership Excellence, Ltd. effectively builds individuals and organizations to reach their highest potential through enhanced productivity and personal development using a number of proven programs. He is also the president and founder of [weLEAD Incorporated](#).

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