



Leadership Impact on Employee Retention

Trang Massie, Human Resources Director
February 2020





Meet our team for this HR Teleclass: Session

Your host



Francine Dillard
Director of Learning and Development

Your SME



Trang Massie
Human Resource Director, West

Your producer



Rhett Davis
PLAD LMS Administrator



Welcome!



Senior Business Human Resources Strategist with over twenty years of HR experience, serving as a strategic business partner, creating collaborative models that drive engagement, innovation and standards of excellence. Leadership roles within behavioral health and human services industries.

Denise Carpenter, Vice President and Human Resource Leader

Session Overview



Human Resources Director with over twenty years of HR experience and 15+ years supporting all facets of HR and Employee Relations. Joined our company in May, 2013, as a Director of Human Resources leads a team of five staff in support of the West Region.

Trang Massie, Human Resource Director - West

Polling Question



What is the cost of employee turnover in the US?

- A. \$11 Billion annually
- B. \$11 Million annually
- C. \$11,000 annually

Please select the appropriate response and click Submit.

Employee Turnover

- \$11 Billion is lost annually due to employee turnover
 - hiring a new employee
 - onboarding a new person
 - productivity
 - training
- 50% of employees voluntarily leave in the first two years of employment



Your role as the Leader

- Coach
- Facilitator
- Strategist
- Visionary
- Change agent
- Decision-maker
- Influencer.
- Team player
- Delegator
- Listener



Things leaders do that impact employee retention

- Setting Inconsistent Goals or Expectations
- Having Too Many Process Constraints
- Wasting Your Resources
- Putting People in the Wrong Roles
- Assigning Boring or Overly Easy Tasks
- Failing to Create a Psychologically Safe Culture
- Creating a Work Environment That Is Too Safe
- Leading with Bias

Discussion Question

What are some mistakes that leaders make?



Use your questions panel to type in your answer

Mistakes leaders make from an employee perspective

- Micromanaging
- Leading from a position of power or ego
- Not listening
- Not valuing employees
- Failing to grow themselves as leaders
- Lacking boundaries
- Not providing or receiving feedback
- Not empowering employees
- Setting inconsistent goals and expectations
- Leading with bias



Micromanaging

- Dominate people, decisions, and processes, lead by fear, and lack vision
- Micromanaging prevents motivation and creativity



Leading from a position of power or ego

- Causes conflict and grief
- Creates poor morale
- Prevent ideas and feedback
- Not being able to admit to being wrong



Not Listening

- Inability to hear what a team member is saying
- Prevents two-way communication
- Impacts collaboration



Not Valuing Employees or Team

- Demonstrates a lack of trust
- Unable to show empathy or demonstrate the ability to care
- Feeling that employees are replaceable

77%

of employees say
that they don't feel
strongly valued for
the work they do

36%

say a lack of
recognition is the
number one reason
they might switch jobs

Failing to Grow as Leaders

Low self-awareness - not knowing oneself.

Communication issues – not soliciting feedback

Ego – having all of the answers



Lacking Boundaries

- Buddy with subordinates
- Boundaries blurred
- Potential compromise integrity
- Unprofessional



Not Providing or Receiving Feedback

- Impacts creativity and productivity
- Reduces our ability to get buy-in
- Negatively impacts or ability to foster a culture of trust



Not Sharing Leadership

- Impacts operations
- Prevents empowerment
- Limits the flow of new ideas and knowledge



Playing Favorites

Negatively impacts employee morale

Adverse affect on productivity

Legal issues can arise

- Preferential treatment can be linked to protected characteristics
- Employees feel discriminated against
- Creates a uncomfortable or hostile work environment



Leadership Styles

Dominant – Assertive, bold, direct and results-oriented

Influential – Active and dynamic

Supportive – Leaders who fall into this category are agreeable, receptive and accommodating

Conscientious – Leaders are logical, careful and methodical and prefer working with spreadsheet over people



Polling Question



What is your leadership style?

- A. Dominant
- B. Influential
- C. Supportive
- D. Conscientious

Please select the appropriate response and click Submit.

Critical Roles for Supervisors

- *Setting stage for new hires*
- *Create a safe welcoming environment*
- *Communication and providing feedback*
- *Professional Development*



Setting the Stage

Define the job that each employee is responsible for performing with a job description

Lay the foundation for success by providing necessary tools to perform the job

Schedule meetings to discuss the expectations with the employee and provide feedback during 1:1





Providing the job description to your new hire is enough for them to understand their role?

- A. True
- B. False

Please select the appropriate response and click Submit.



Welcoming Environment

Treat everyone with respect

Practice active listening

Connect on a personal level

Say thank you

Create opportunities for collaboration

Create a culture of communication



Professional Development

- Encouraging participation in professional organizations
- Increasing responsibilities and duties
- Additional training
- Mentoring
- Access to industry resources
- Special projects or assignments
- Building a professional network



Communication and Feedback

Emphasis on communication equips employees to feel valued, satisfied and motivated

Open communication is a win-win

Build feedback opportunities for two-way communication

Providing regular feedback on performance and career progress can help reduce turnover



Case Study

Mary joined Pathways 2 years ago. She is a solid performer and is seen as a valuable team member by her peers and manager. Mary often volunteers to work on additional projects and consistently shares best practices to improve productivity and consumer care. Mary's manager views her as a future leader. However, the manager has not shared this with Mary.

Mary's manager learned that she is considering leaving the company. Mary doesn't feel appreciated and is rarely recognized for her contributions. What can Mary's manager do to retain Mary as an employee?



Use your questions panel to type in your answer

Sure-fire Ways to Improve Employee Retention

- Make sure you are hiring selectively from the beginning
- Flexibility when possible
- Provide comfortable work environment and culture
- Provide ample training and support new hires till they can manage on their own
- Be generous with praise and recognition
- Give a career road map





Questions



Use your questions pane to type in your questions





We are here to support you!

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Our Next Session – Employee Terminations

Course Title: VRT HR Series: Employee Terminations

Course Description: Employee terminations can be difficult and weigh heavy on supervisors. Supervisors must carefully prepare to prevent misunderstandings and legal accusations. How you manage the termination session will impact remaining employees. Managers will learn how to handle terminations fairly by preparing in advance and maintaining control of the situation. This session covers how to prepare for the termination and impact to the team.

Session Faculty: Candice Ray, Human Resources Director, South

- **Session Date:** March 19th, 2020
- **Session Time:** 2:00pm EST / 1:00pm CST / 12:00pm MST / 11:00am PST
- **Course Duration:** 1 Hour



Thank You!

