

People don't leave companies. They leave bosses.

Dear Penfabricans,

In a Gallup poll of 7,272 respondents who had resigned from their companies, 50% of them left because of their bosses. It goes to show that ineffective managers can drive productivity down and turnover up. This is especially so when the quitters are talents. Our HR department is aware of this phenomenon through the exit interviews. Most of us harbour the thinking that people leave on their own accord because of better offers and prospects in other companies. Let us now come to terms with the reality.

Why do people leave us, especially those with high potential? This is a reality check. As such, we should not be hot headed and emotional. Logical and closer examination of the root causes will tell us the actual reasons. The excuse that we sometimes blind ourselves with is that people born in the 80s & 90s lack patience and loyalty, and that they tend to shop around for better deals all the time. It is always easier to point fingers at others than at ourselves. Why not first find out the faults of the managers and the company that drive away good workers? The following points need close scrutiny and remedial actions.

1. Untrusting bosses.

Trust has become a scarce commodity now. We tend to believe in ourselves more than others. However, having employed a person means that we have to accord him a certain amount of trust. Believe in his capability. Let him perform his tasks. Give him the decision making authority in his area of work. When a boss continually questions every action and decision made by his subordinate, frustration sets in. Then the subordinate will start to look outside the company for openings. Therefore, we need to provide plenty of opportunities for him to prove his worth. There is no need to breathe down the subordinate's neck each time he says or does something,

or condemn his ideas that you do not condone. Diversity must be celebrated and encouraged for better results. Doing the same things repeatedly cannot yield improved outcomes.

2. No Rewards for Jobs Well done.

People understand that even when a job was well done and objectives had been accomplished, it may not lead to immediate gratifications of pay rise, promotion or bonus. There is timing for each of these rewards. However, they would expect at least a pat on the back, a congratulatory message or some words of encouragement. Worse case is when there are no inspiring gestures yet mistakes will invite instant bombardments. There is discouragement and low morale all round. Employees are no robots. Take care of their feelings. Take time to grow them into one of us.

3. Bosses are dishonest.

All people expect honesty from their bosses. There is no excuse for a manager to be dishonest or lie to his subordinates. When a subordinate finds out that a manager is dishonest, he will stop believing in the manager. Distrust of the manager will eventually drive him out.

4. Wrong People are Hired and Promoted.

This may be the worst case scenario. It is awful for talented people to be working under someone who does not know the job or does not appreciate or recognize a good job. They would not expect the best out of this kind of poor organization. Therefore, we have to get the right people for the right job. The crux of the matter is to be able to hire talents who can in turn, inspire and boost the efficiency of other talented associates. When the wrong people are promoted instead of being let go, bosses are setting the stage for the right and talented people to walk away in disgust.

So, what values do our young associates look for? They just like to have managers who are honest, trustworthy, fair, dependable, genuine, participative and responsive in their daily encounters with them. These are just the basic prerequisites of what a good manager should be. Can we not fit into such pair of shoes?

Dear Penfabricans, we need to take good care of our talented associates while growing up those slow learners and shooing away those who are short in delivering. Often, we blame the company or those who are leaving. Time for us to look into the mirror to know our own shortcomings and address

the four issues mentioned above.

Have a lovely weekend. Think! We are all HR managers in our work place. Managing people means to guide, coach, encourage for better performance, reprimand the wrongdoings and fire those who do not live up to expectations. At the same time, ask ourselves if we measure up to the expectations of our bosses and subordinates. Time to reflect on ourselves. Time to act. People don't leave companies. They leave bosses. Last but not least, are we removing those who are lacking so as not to block the aspirants?

Thank you.

With kind regards,

HSTeh.