

A GUIDE BY VERB

Retaining Top Talent in a Changing Workplace



verb

Developing Leaders for the Modern Workplace



The Great Resignation is here: *Is your organization prepared to adapt?*

The ongoing pandemic has ushered in a monumental shift in the way we live our everyday lives – especially when it comes to how we work. From now non-existent commutes to “Zoom fatigue”, the workplace is evolving – and so are people’s priorities.

As employees adjust to a post-COVID workplace, they’ve also had time to reflect on things like work-life balance and job satisfaction. And workplace priorities are realigning to meet these evolving needs.

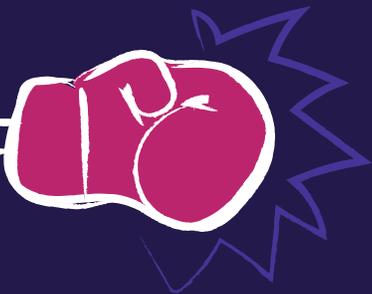
As a result, millions of Americans are throwing in the towel in favor of something new. According to the U.S. Labor Department, more than 18 million people quit their job voluntarily between January and May, with an additional 3.9 million quitting in June.

And there’s no sign of letting up. In what has been dubbed ‘The Great Resignation’, a recent study found that more than **40% of workers are considering leaving their job in search of something better.**

What’s more, the number of job openings in the U.S. economy jumped to a record-breaking 10.1 million in June – giving dissatisfied employees even more reason to jump ship while creating a growing concern for organizations grappling with how to get them to stay.

The True Cost of Losing Employees

Losing employees is not only draining on an organization’s time and resources, but it’s also expensive: a study by [Employee Benefits News](#) states that the average cost of losing an employee is a staggering **33% of their annual salary**. That means a single employee making \$80,000 a year could cost your organization \$26,400.

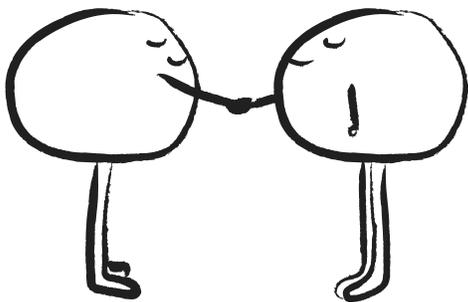




The Link Between Employee Development and Retention

From a desire for greater work-life balance to wanting more remote working opportunities, there are a myriad of reasons people are seeking out new employment opportunities.

But amidst a growing amount of research and survey data, one trend has become clear: organizations that find ways to make their employees feel valued and provide **opportunities for growth** see the most desirable outcomes when it comes to **employee satisfaction** and **retention**.



Consider the facts

According to the LinkedIn 2021 Workforce Learning Report:

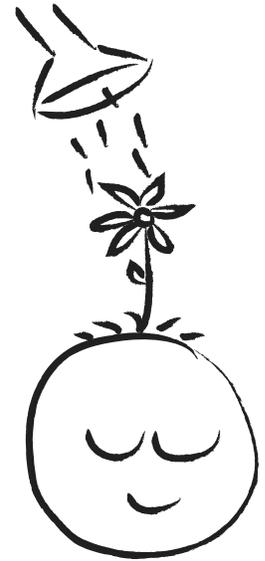
- 94% of employees said they would stay longer if the company was invested in their career development.
- 76% of employees who did not feel valued at work have looked for another job opportunity.
- Employees at companies with high internal mobility stay almost two times longer.

Retaining Top Talent Starts with Effective Leadership

To do that, you'll first need to **develop strong leaders** with human-centered mindsets and capabilities like building inclusion and creating psychological safety. These allow your leaders to think, behave, and lead in ways that will enable others to grow within your organization.

At Verb, we provide evolving organizations with the tools needed to develop these skills and effectively **prepare managers to adapt the challenges of a rapidly changing workplace.**

Here, we've outlined three **micro-learning activities with actionable steps** your leaders can take to facilitate an environment that **encourages growth, fosters value,** and ultimately **keeps top talent around.**



RETAINING TOP TALENT

#1: Make People Feel Valued with Supportive Leadership

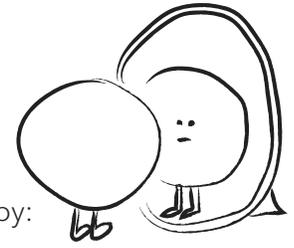
Researchers have found that employees have three basic psychological needs—for **competence, autonomy, and relatedness**. Satisfying these needs promotes autonomous motivation, high-quality performance, and wellness.

When **supportive leaders** meet these needs – and **foster intrinsic motivation** – people engage in their work because they are able to find their own satisfaction, enjoyment, and meaning from it.



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4 Tips for Being a Supportive Leader



Supportive leaders foster intrinsic motivation, performance, and well-being by:

#1 Discovering aspirations.

Ask people about their career aspirations, not just about their current role. You will get to know a person better and be able to support their long-term goals.

Try This: In a one-on-one, ask someone who works for you to tell you about their career dreams for the future.

#2 Supporting people's autonomy.

Supporting autonomy is the opposite of micromanaging. It's important to give people the freedom to decide how they are going to do their work.

Try This: Ask open-ended questions and involve people in problem-solving and decision-making.

#3 Creating opportunities for people to demonstrate and develop competence.

People feel competent when they have the skills to make an impact. And people need to feel competent to be motivated.

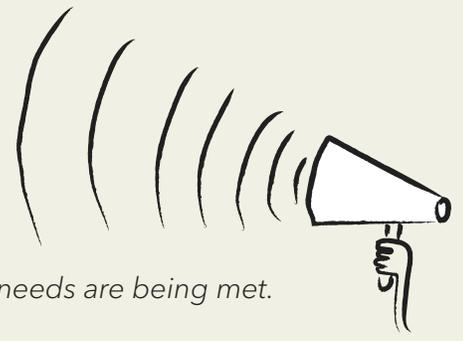
Try This: Give people on your team small projects that will both challenge them and help them develop new skills, and provide feedback along the way.

#4 Recognizing and rewarding people's unique contributions.

When people feel supported, they feel motivated, and they're more likely to perform at their best. A simple "thank you" or "great job" goes a long way.

Try This: Set aside time for "kudos" in your next team meeting and recognize an employee who has made a positive contribution this week.

#2: Hone Active Listening Skills



Simply put, employees stay when they feel they are being heard and their needs are being met. Understanding people's needs starts with **active listening**.

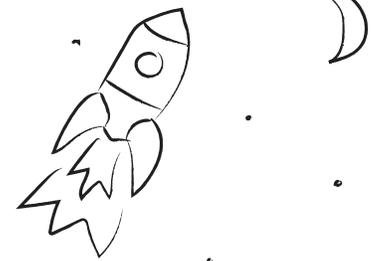
Active listening is more than just listening. It's an intentional and impactful form of listening. It requires your full attention and the desire to understand what someone is saying without judgment or the need to immediately respond. It involves asking questions to verify your understanding and encouraging the person to continue sharing.

Encourage teams to model the behavior of active listening to ensure people feel heard.



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Active Listening Checklist for Managers



Listen with Purpose:

- Focus on the speaker and stay alert
- Listen for clues and watch body language to uncover the speaker's feelings.
- Respond only after the speaker is done talking.

Facilitate conversation:

- Ask clarifying questions to uncover the facts and full picture.
- Repeat back what you heard to show you were listening.
- Jot down your notes and questions instead of interrupting.

Practice Nonverbal communication:

To build trust and foster communication, look out for your nonverbal cues:

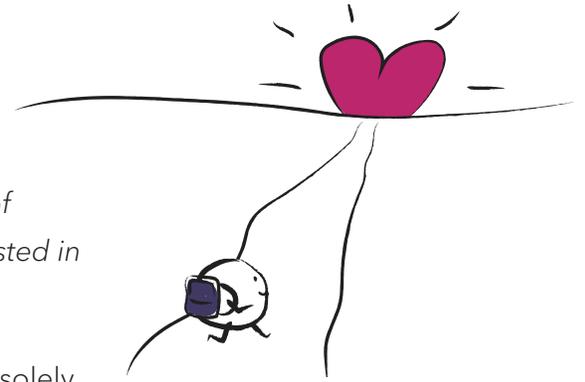
- Put away or minimize distractions.
- Face the person speaking and give them the appropriate space.
- Be aware of your facial expressions and emotions.

#3: Create Clear Paths for Mobility

According to LinkedIn's 2021 Workforce Learning Report, 94% of employees said they would stay longer if the company was invested in their career development.

Employees want to learn and grow—but they do not want to be solely responsible for facilitating their own growth on the job. They also want to see a clear pathway for how they will be developed.

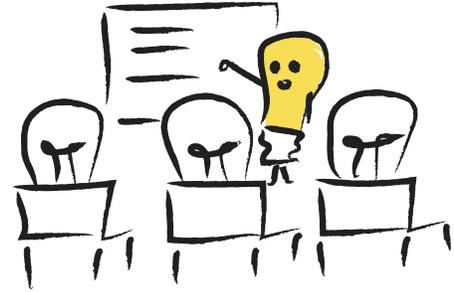
You can help managers apply a few practical strategies to ensure their career development conversations are both productive and inclusive:





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Tips for Productive Career Development Conversations



Step 1: Tell the Story.

How someone tells the story of their career journey holds a lot of valuable data. What you'll find is that the long scope invites people to identify pivot points—key moments in which things changed and they made decisions about what was important to their future. These decisions are clues to the values that drive them. Listening and asking questions can help you support them to get clearer about their own strengths and what energizes them.

Try asking: What do you love most about your job?

Step 2: Find the lighthouse.

It's normal for people of all ages to struggle with purpose and direction. But everyone has dreams, even if they're not wholly committed to just one. Identifying the lighthouse that guides someone isn't about asking about the 10-year plan. Instead, ask them to envision the pinnacle of their career.

Try asking: In your dream job scenario, what would a great workday look like for you?

Step 3: Bring it into focus.

Once you understand the dream, try to sharpen the vision.

Try asking: What do you need to learn to get closer to that next step?



Step 4: Create a plan of action.

Once the vision is clearly defined, it's time to outline a clear path broken down into manageable chunks of time with defined action items for each. Share the investment and let the person take ownership of most action items and follow-up.

Final Thoughts

By providing your people with the right leadership skills, you and your team can not only stave off the 'Great Resignation'—you can come out better and stronger on the other side.

Developing effective leaders who are capable of making people **feel supported and valued**, **actively listening** to their wants and needs, and creating **clear paths for professional growth** are vital to employee satisfaction.

Organizations who want to create a great working environment, where people want to stay, will need to invest in developing **effective leaders** within their organization.

Develop Strong Leaders and Retain Top Talent with Verb

*Developing new leadership skills and changing behavior requires ample space and time for practice, application, and reflection. With over 100 hours of searchable content, Verb's **leadership development platform** helps leaders develop the human-centered mindsets and capabilities needed to think, behave, and lead in ways that enable others to grow within your organization.*

Schedule a Demo Today

To learn more about how Verb can help your company develop the skills needed to retain and develop your talent from within, schedule a demo today.

develop@goverb.com

INDIVIDUAL MICRO-LEARNING: Learn with custom content in bite-sized activities, all designed to be completed in 15 minutes or less.

CONTINUOUS LEARNING THAT STICKS: Verb's continuous learning cycle not only engages people to learn new tools and strategies, but also prompts them to apply what they're learning in the real world. Then, Verb closes the learning loop by asking learners to reflect on their experience.

TEAM-BASED LEARNING: enables managers to support the development of everyone they lead. Managers can engage entire teams to learn together on Verb, stay motivated, and check in on progress.