

# People Don't Leave Jobs -- They Leave Bosses!

**VISION**

ROLES & GOALS  
ATTITUDE  
POWER  
DELEGATE  
TRUST  
CHANGE  
SUPPORT  
VALUES  
MOTIVATION

**TEAMWORK**

DECISION-MAKING  
COMMUNICATION  
COMPLIANCE  
NEEDS  
COACH  
EXPERTISE  
SAFETY  
COMMITMENT

**LEADERSHIP**

CONFIDENCE  
SUPERVISE  
COMPLIANCE  
RESPONSIBILITY  
PROFESSIONALISM  
RESPECT  
LISTENING  
SUPERVISION  
SUCCESS

**STRATEGY**

FAILURE  
TEACHER  
PROBLEM-SOLVING  
SUPERVISION  
COMMITMENT

**Tips to Help You Retain the Best & Brightest Employees**

*with Kim Ratz*  
**Speaker, Trainer, Troubadour, Author**



1

## "People Don't Leave Jobs -- They Leave Bosses"

**#1: "Stuff happens"** between people in your busy work-place "sand-box," & people have choices where they work. Turnover is expensive, especially when the good ones choose to go elsewhere. **Don't let You/your "stuff" be the reason they leave!**

**#2:** You can't change or control anyone else; only yourself. The best you can do is do the best you can, keep getting better, lead by example, and be a positive influence on others! **Be a congruent boss people want to work for.**

**#3:** Your goal: make good choices how you interact with each employee, and the larger team. Your challenge: Each employee and situation requires a unique approach; you need to find it, and **& be able to "flex your style" ...**

**#4: Motivate & Empower your employees** to solve problems and conflicts at their level 1st, before coming to you, or avoiding conflicts.



2

### Point #1: Don't be the problem!

**"Toxic bosses" come in many forms:**

- Make insults & derogatory comments
- Divide employees, create mistrust
- Don't give praise when earned
- Are in denial about problems
- Take credit for others' work
- Push problems onto others
- Make sexual advances
- Are hypercritical
- Micromanage
- Are inept

Does your horrible boss make you sick?

• High blood pressure

• Irritable Bowel Syndrome

• Sleep loss, Depression, & Anxiety

• Hormonal & Immunal System disorders

**Employee problems associated w/"toxic bosses":**

Overeating, Smoking, Substance abuse,  
High blood pressure, Irritable Bowel Syndrome,  
Sleep loss, Depression, & Anxiety  
Hormonal & Immunal System disorders

"Do as I say,  
Not as I do!"



3

**Supervisors top 10 LEAST effective words:**

10. Don't give me excuses - just get it done.
9. I'm the boss and don't you forget it.
8. Either get with it or hit the road.
7. I don't care what you think.
6. We've always done it this way.
5. You're not paid to think.
4. Because I said so.
3. It's company policy.
2. That's stupid.
1. Never.

**Supervisors top 10 MOST effective words:**

1. Well done.
2. Thank you.
3. I'm sorry.
4. I don't know.
5. How can I help?
6. I made a mistake.
7. Let's work on it together.
8. Your idea is better than mine.
9. I trust & respect you as a person.
10. What do you think we should do?



4

### Point #3: Be able to "Flex Your Leadership Style" – depending on the situation ...

**Situational Leadership, by Dr. Paul Hersey**

- Each leader has a **"Primary" style**, and a **"range"** of styles.
- **One style does NOT fit all situations!**

<b>Support</b> Low-T/Hi-R	<b>Coach</b> Hi-T/Hi-R
<b>Delegate</b> Low-T/Low-R	<b>Direct</b> Hi-T/Low-R

Effective leaders need to **"Flex your style"** for each employee & their unique needs & circumstances. One person might require 3 different styles re: 3 different tasks. With time people can/do improve, so the style needed will change again. **Flex accordingly!**

- **What's YOUR "Primary" Leadership style & "Range of" styles, and how effectively do you use them?**

5

### Leader Behavior

↑ Relationship/Supportive Behavior ↓	<b>(3) Support</b> Share ideas & facilitate decision making	<b>(2) Coach</b> Explain your decisions & provide opportunity to clarify
	<b>(4) Delegate</b> Turn over responsibility for decisions & implementation	<b>(1) Direct</b> Provide specific instructions & closely supervise performance
	← Task/Directive Behavior → (HIGH)	

**Follower Readiness**

HIGH	MODERATE		LOW
R4	R3	R2	R1
Able & Willing/ Motivated	Able but Unwilling/ Insecure	Unable but Willing/ Motivated	Unable & Unwilling/ Insecure

6

*They say the only person who likes change is a baby in a poopy diaper.*

Change starts the "Transition Process" – a journey from the "Old" -- to the "New".

When change affects a team, perceptions & transitions vary from person to person, based on a relative sense of "Gain/Loss" re:

- **Certainty**
- **Purpose**
- **Goals**
- **Routine**
- **Relationships**
- **Power**
- **Self-esteem**

**Thriving teams in Transition:**

- **Stay focused, objective**
- **Encourage discussion/action**
- **Encourage each other**
- **Keep people in loop**
- **Celebrate success**
- **Adjust as needed**

7

**Be the change you wish to see. - Ghandi**

**Elements needed to manage complex change ...**

adapted from Knoster, T. (1991)

Vision
+
Action Plan
+
Resources
+
Skills
+
Incentives
= **Change**

???
+
Action Plan
+
Resources
+
Skills
+
Incentives
= **Confusion**

Vision
+
???
+
Resources
+
Skills
+
Incentives
= **Treadmill**

Vision
+
Action Plan
+
???
+
Skills
+
Incentives
= **Frustration**

Vision
+
Action Plan
+
Resources
+
???
+
Incentives
= **Anxiety**

Vision
+
Action Plan
+
Resources
+
Skills
+
???
= **Resistance**

8

*Remember: **EVERYONE** is looking for their "WIIFMs"!*

**Point #4: Motivate & Empower your employees**

You know what  
**I REALLY like**  
about this job?

**Autonomy**

**Mastery**

**Purpose**

(YouTube: "Dan Pink Drive")

**How can you facilitate more of this in your workplace?**



9

• **Setting Expectations** *..(High Expectations = High Achievement)*

Individuals	Team
<ul style="list-style-type: none"> <li>• Reflects job needs, person's abilities, and their input.</li> <li>• Discuss periodically; this is when you can "<b>Instruct, Coach &amp; Support</b>"</li> <li>• Be specific.</li> <li>• Be accessible/approachable.</li> <li>• Conduct "<b>stay interviews.</b>"</li> </ul>	<ul style="list-style-type: none"> <li>• Vision, mission &amp; goals.</li> <li>• Reinforce expectations periodically &amp; consistently.</li> <li>• Continuous Improvement.</li> <li>• Celebrate successes!</li> <li>• Encourage <u>everyone</u> to help shape team goals/norms.</li> </ul>

**This is all highly "situational" ...**

10

**"What's your Goal, and How can I Help?"**

**Be able to have courageous conversations ...**

- **Be approachable.** Tell employees they can come to you to talk about anything. **And mean it! And do it!**
- **Leave your ego at the door.** Acknowledge employees' ideas, innovations & contributions. Focus on ways to help others grow, get better, and take initiative/ lead. And when you make a mistake, admit it, and own it.
- **When discussing someone's performance or behavior:**
  - Position the discussion with positives first.
  - Describe specific, observable behaviors.
  - Focus on fixing, not finger-pointing.
  - Be firm/fair; let them show if they can/will or can't/won't.

11

*There's a difference between being interested and being committed.  
When you're interested you do it only when it's convenient.  
When you're committed you accept no excuses, only results.*

**The call to "Bettery" -- What will I DO?**

**What's 1 thing I CAN & WILL DO to improve how I "flex my leadership styles" to be a better boss, & retain our best & brightest?**

**What are my WIIFMs to do this?**

12