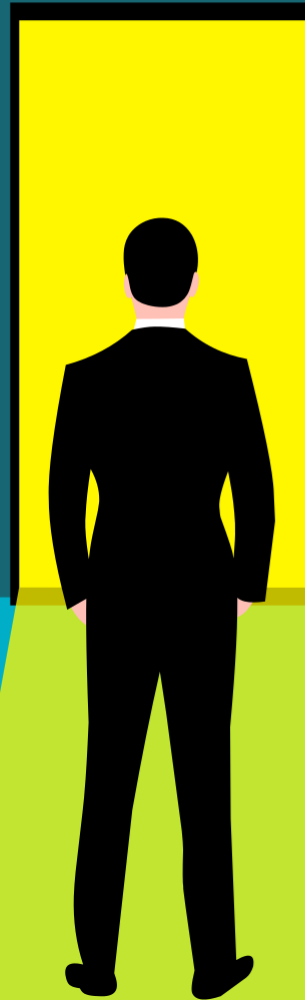


# How to Combat the Great Resignation:

Engagement  
Not Retention



May 18, 2022 CASHRM

A row of seven white, paneled doors is set against a wall covered in dark blue, ornate, repeating wallpaper. The floor is made of dark wood planks. The scene is dimly lit, with a subtle light source from the center, creating a slight glow on the central door and the floor.

Is it  
OVER?

# Brian Formato Bio

Executive Coach to first time CEOs, Team developer

- 20+ Years of corporate experience



The Motley Fool  
Fool.com

Charter  
COMMUNICATIONS



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Leader Surf



- Leadership Development, Organizational Development, Team Building, and Communications thought leadership
- Masters of Science in Organizational Development, American University
- Born and raised in NYC, now live in Charlotte, NC
- Passion for technology, people development, and Surfing
- ClearRock, Advent and Surfrider Foundation Board Member



# Groove Management Overview



Groove Management is a human capital consulting firm with extensive experience in executive coaching, organizational development, team effectiveness, employee assessment and engagement as well as merger and acquisition integration.

## **Our Mission:**

*“Helping individuals and organizations to maximize performance by focusing on their strengths”*



# Agenda

Why ~~are~~ were people quitting in record numbers?

Employee engagement versus employee retention

Why leadership matters so much

Measuring and assessing employee engagement

What to do when someone quits?

Investing in the team in tough times



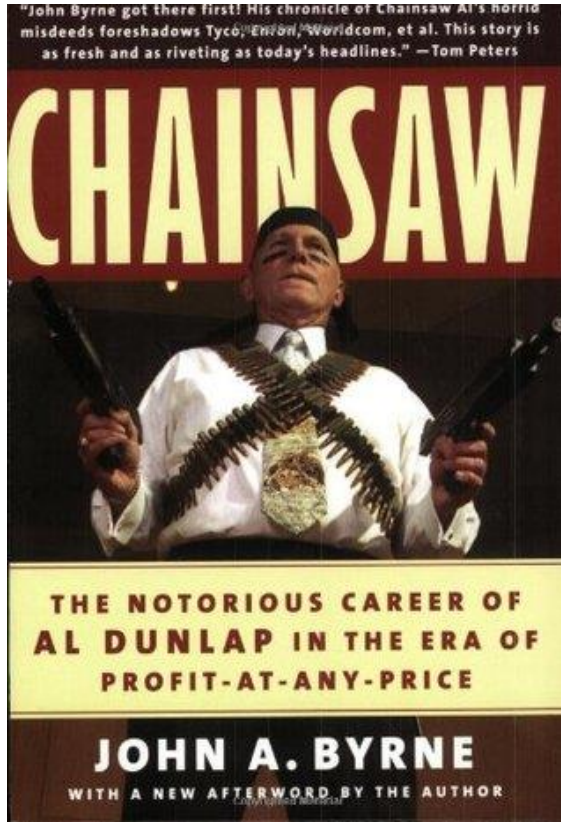
# The Great Resignation



Inc.

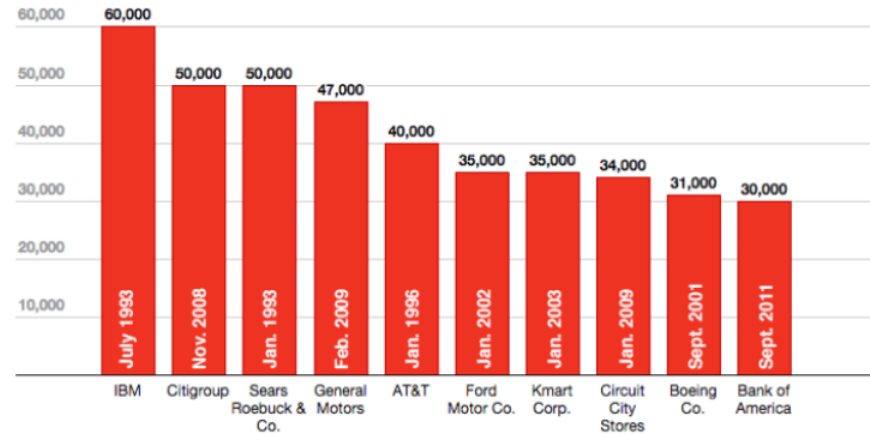


# The History of Loyalty



## Top 10 largest layoffs in the past 21 years

The database of large scale layoffs, maintained by Challenger, Gray & Christmas, Inc., spans 1993 through present and counts individual layoff announcements.



Source: Challenger, Gray & Christmas, Inc.

GRAPHIC BY STACY JONES

FORTUNE



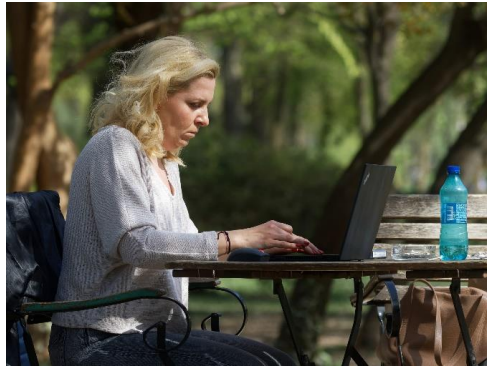
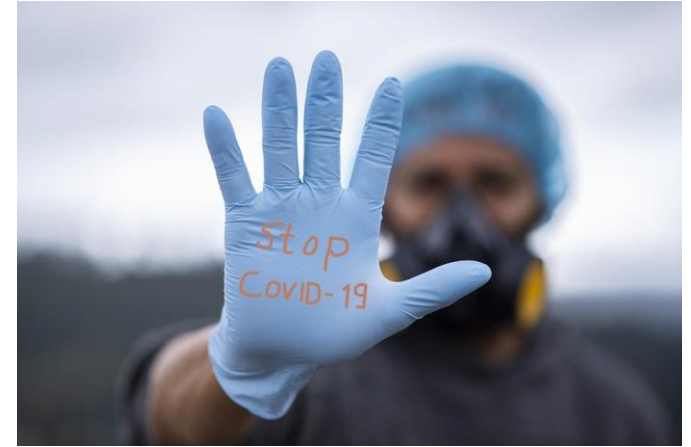
# Organizations often create distrust





# Great Resignation Factors

- Covid 19
- Stimulus checks
- Work from anywhere
- Advanced in technology
- Gig economy



# The Big Mistake

Many companies saw resignations, they panicked and caved to the employees desires.

Results: Higher pay, less pressure at work and flexible work arrangements



# Companies Focused on Retention



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# The Easy Formula for Retention

1. Overpay people?
2. Provide retention bonuses and long-term incentives
3. Ask less of your employees



# The Outcome

Turnover was reduced, but

Employees retired in place

Productivity suffered



**WARNING!**

**Be careful  
What you ask for!**



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# What is retention?

- The act of keeping in one's possession or use
- To keep in one's pay or service



› ***Retention should be an outcome, not the goal***





# En•gage•ment-

- an agreement to be married
- a promise to meet or be present at a particular place and time
- the act of engaging
- emotional involvement or commitment

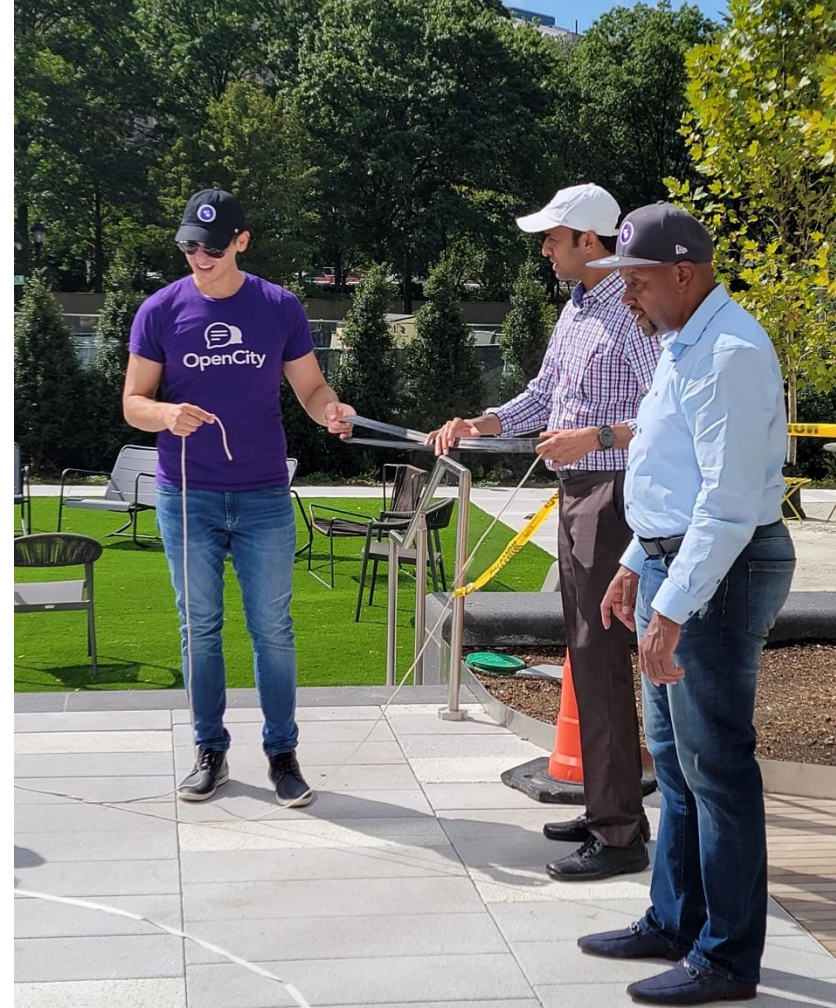


Source: Merriam-Webster Dictionary

# Employee Engagement

The emotional commitment the employee has to the organization and its goals. This emotional commitment means engaged employees actually care about their work and their company.

Source: Forbes



# Employee Satisfaction



# Employee Engagement

What you get from your employer

- Salary
- Benefits
- Development opportunities
- Job security
- Resources

What you are willing to give

- Discretionary effort
- Your time
- Your passion
- Your commitment
- Your desire to do more



“If all you play is DEFENSE, the best outcome you can hope for is a tie”

*“Aim to engage your employees and your retention numbers will improve”*

85%

*of adults worldwide  
are not engaged or are  
actively disengaged.*



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# How would you classify your employees?



# A Third Category Exists



# Most Important Employee Engagement Question To Answer:

- About their work
- About their company





# Nobody ever washes a rental car



# Why Leadership Matters

If the leaders **don't** care, why should anyone else?



If the leaders **DO** care, so will everyone else?



# The Tyrannical Leader

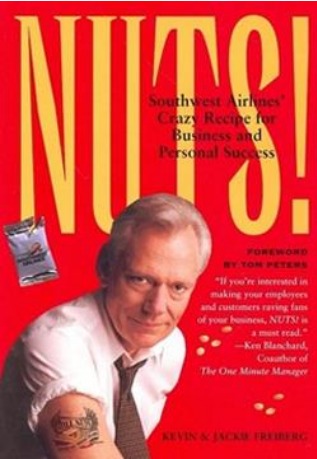
"I think to a certain extent a C.E.O. has to be larger than life," he said, "Jimmy Carter, who tried to be the ordinary man, carrying his own bags -- it did not work, it hurt him. People want to see their leaders as somebody they can trust, but also as someone with a drive and a focus that capture them. You can be one of the guys, and should be out of decency. But you must also earn some awe."  
-Dick Snyder former CEO of Simon & Schuster



"People didn't like (Dick Snyder) him. He was very despotic and often verbally abusive with some of his workers. It was said that when he got on the elevator in the Simon & Schuster lobby, other employees were often not allowed to ride up with him."  
-Sumner Redstone from his book "A Passion To Win"

"What can I say?" an assistant editor said of the firing. "We felt like having a ticker-tape parade!"

# The Inspirational Leader



Herb Kelleher

*"Your people come first, and if you treat them right, they'll treat the customers right."*

- Read his story -

# The Caring Leader

Warren Sepkowitz





Helping individuals and organizations to maximize performance by focusing on strengths



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COLLABORATION COLLABORATE Accountability COLLABORATION  
DATA DRIVEN TRUST Collaboration TRUST

TRUST COLLABORATION OWNERSHIP TRUST! TRUST  
TRUST TRUST TRUST TRUST TRUST PATIENCE

Collaboration TRUST TRUST TRANSPARENCY TRUST  
RESPECT EMPATHY OPENNESS HONEST COMMUNICATE Trust EXECUTIVE FOCUS

COMMUNICATION INTEGRITY COLLABORATIVE TRUST Communicate Trust  
ONETEAM ONETEAM ONETEAM ONETEAM ONETEAM ONETEAM

# toast

## KEYNOTE *One*

Toast Kickoff 2020

01.27.20

Chris & Aman

40  
MINS

Toast Family Meal: Chapter 1





propel

## Exec Offsite

Tuesday June 22 + Wednesday, June 23, 2021



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# Case Study





Helping individuals and organizations to maximize performance by focusing on strengths

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90%



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# It begins with how employees are treated

- Sharing of PTO to help those in need
- Investment in employee development
- Valuing employees at all levels of the organization





Link to Freedom First Bike Build Video:

<https://youtu.be/WyUKbH9qOu8>

# Case Study



ADVENT  
COWORKING

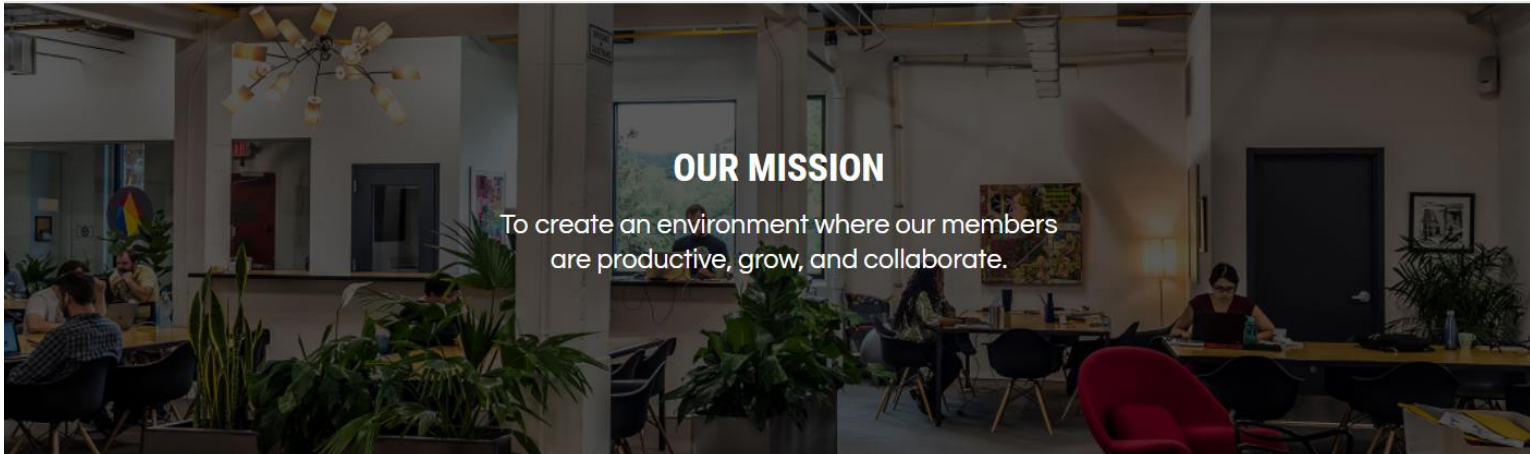


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## OUR MISSION

To create an environment where our members are productive, grow, and collaborate.

## OUR VALUES



**BE AN EMPOWERING PLACE**



**BE AN ADVOCATE FOR DIVERSITY**



**BE CURIOUS & INNOVATIVE**



**NURTURE THE COMMUNITY**



**CREATE COLLABORATIONS**



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# What make co-working work?



- Everyone who comes to Advent has made a conscious self-directed decision to be there
- Community: Everyone wants to feel like they belong

# Measuring Employee Engagement



# Traditional Tools For Measuring Employee Engagement

- Engagement Surveys
- One on one meetings
- Team meetings
- Turnover rates
- Employee referrals
- Performance Reviews



# Innovative Tools For Measuring Employee Engagement

- The garbage test
- The T-shirt test
- Social media referral program
- Saturday volunteer day
- \$5,000 to quit



# The Garbage Test



# The T-Shirt Test



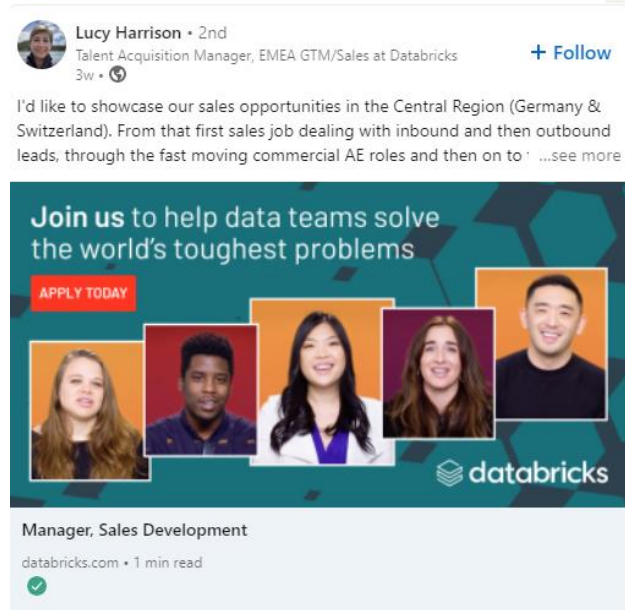
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# Social Media Referral Program

Turn your employees into brand ambassadors and recruiters




**Lucy Harrison** • 2nd  
Talent Acquisition Manager, EMEA GTM/Sales at Databricks  
3w • 

+ Follow

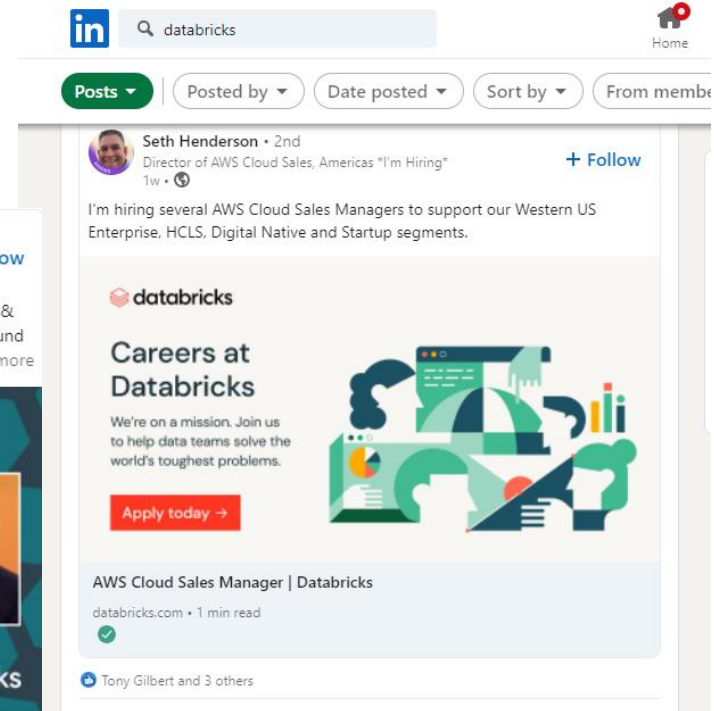
I'd like to showcase our sales opportunities in the Central Region (Germany & Switzerland). From that first sales job dealing with inbound and then outbound leads, through the fast moving commercial AE roles and then on to: ...see more

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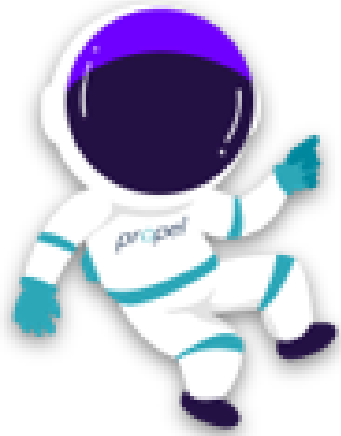
**AWS Cloud Sales Manager | Databricks**  
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 Tony Gilbert and 3 others



# Saturday Volunteer Day



Propellerheads met at Guadalupe Oak Grove Park in [#SanJose](#) to help preserve the natural health and beauty of the area while enjoying the great outdoors!



# \$5,000 to Quit



**Hire Slow, Fire Fast And Give People  
\$5,000 To Leave**



# Culture is much like a virus, it is very contagious



# The Culture Club

- Leverage your employees as your cultural ambassadors
- They can serve as your best brand advocates, recruiters, salespeople and culture builders
- Catch people living the values and recognize them for their actions





Helping individuals and organizations to maximize performance by focusing on strengths



Gary Vaynerchuk • Following Chairman of VaynerX, CEO of VaynerMedia, 5-Time NYT Bestselling Author

Company culture is the most important metric when it comes to the business's overall performance.

Make employee morale the #1 priority of your business and the profits will follow.



# The Tide is Turning



# Is the Great Resignation Over?

**Carvana laid off 2,500 employees, many of them over Zoom (updated)**



**Peloton lays off 2,800 workers and offers them one-year subscription as severance**



**Wells Fargo confirms mortgage staff layoffs**







# The **ACCORDION EFFECT**

HOW  
ORGANIZATIONAL  
STRUCTURE EBBS  
AND FLOWS





**SQUAWK  
BOX**

# "OFFICE MONSTERS" WALL STREET'S BACK TO WORK POLICY

**9/28/22** **CNBC** 7:54A | EASTERN

**DOW FV** **+29.00**

**DOW FV** **-1.31**

**DOW CLOSE** **34,411.69**

**DOW IMPLIED OPEN**  
**+29.31**

9 U.S. Natural Gas Fund (UNG) 25.93 ▼ 1.20 Apple (AAPL) 165

ALL, AS INVESTORS TRACK RUSSIA'S MOVES IN UKRAINE **CNBC**



**Get  
Back Here!**



**Office Monster**

**What is your  
return to the  
office message?**

**Welcome  
Back!**

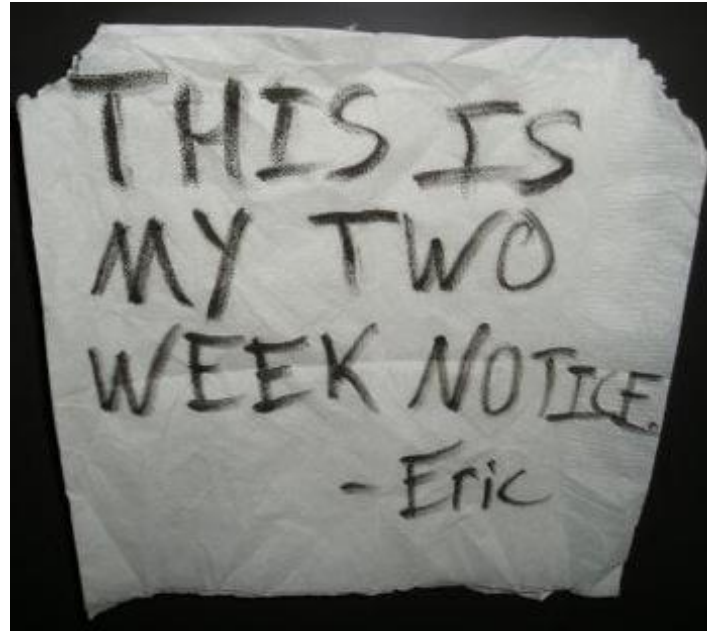


**Office Culture Crusader**



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# When someone leaves your team how do you address the opening?



# Most leaders call HR and say, I need a backfill!



# Backfill Defined

**back·fill**  *verb* \-,fil\  
A light blue header bar with the word 'back·fill' in bold black font, a speaker icon, the word 'verb' in italics, and the phonetic transcription '\-,fil\'.

**Definition of BACKFILL** .....



*transitive verb*

: to refill (as an excavation) usually with excavated material

*intransitive verb*

: to backfill an excavation

— **backfill** *noun*



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A new progressive approach

***FORWARDFILL***



# How to Forwardfill

- What work needs to get done?
- What are the success metrics for the role?
- What traits or characteristics would be showcased in a stellar performer?
- What knowledge, skills and abilities (KSAs) would be needed for success?
- What do we need to change in the job description?
- How will we measure passion, values and caring?



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Forwardfilling is about creating a path forward by viewing the opening as an

# *Opportunity*

to enhance the team and the capabilities of the organization





## Why Employee Engagement Matters More During Tough Times

Most struggling organizations try to figure out how to turn their fortunes around. They look at various metrics and investigate cutting costs, increasing production, expanding their offerings, and a whole host of other options. Team building, though, rarely tops their lists, with many HR managers thinking of it as an investment to consider only when their organizations' financial results improve.



Timeouts boost team performance,  
ask any Professional sports coach



When was the last time you called a  
team timeout?

[www.theteamtimeout.com](http://www.theteamtimeout.com)

# What we covered

Why ~~are~~ were people quitting in record numbers?

Employee engagement versus employee retention

Why leadership matters so much

Measuring and assessing employee engagement

What to do when someone quits?

Investing in the team in tough times





# Groove Management

Technology, People and Growth

Let Groove Management Help Your Organization

Brian Formato

704-966-9819

[www.groovemanagement.com](http://www.groovemanagement.com)

[bformato@groovemanagement.com](mailto:bformato@groovemanagement.com)

