



The Three commandments in Leadership are as follows:

1. *KNOW THYSELF*
2. *KNOW OTHERS*
3. *BE ABLE TO PLAN AND TO DO*

**Manage from Left and Lead from Right** invokes a series of thoughts...

**MANAGEMENT is**

1. Planning & Budgeting
2. Organizing & Staffing
3. Controlling & Problem Solving
4. Producing predictability & Order
5. Efficiency
6. About Controls, Procedures & Policies
7. About Hierarchy

**LEADERSHIP is**

- Establishing Direction
- Aligning People
- Motivating & Inspiring
- Producing Change
- Effectively
- About TRUST
- About Teams, Collaboration

The role of “HR” has today extended into the role of each functional lead and it is no longer a “department”. All Leads of small or big teams are constantly performing HR roles of Mentoring, Coaching, Counseling along with driving numbers, processes, and timelines on projects etc. A beautiful blend of the right and the left!

**Attrition Is a Costly Affair**

When people leave they either take customers with them or put customer loyalty at risk. Changes in account personnel, if not properly managed, can send inadvertent messages of organizational instability. Other employees are impacted as well. Not only do they have to spend time orienting new employees but also the departure of a top-performing employee can cause those left behind to question their own loyalty.



## **Some Factors Influencing Employee Retention**

1. By 2010 there could be as many as 10 million more jobs available in the United States than there are employees. Similar statistics are predicted for the United Kingdom.
2. There is growing evidence of worker dissatisfaction, primarily as a result of layoffs, lack of career growth, and minimal pay increases over the past several years.
3. A third factor is the profound change in employer-employee relationships during the past 10 years. Some employers have become ruthless in order to survive, and individuals have had to become aggressive in order to succeed. These facts create cultures that may not be comfortable for many workers.
4. Other retention challenges include the widely available information about new jobs through the Internet; the advice given in graduate programs that it is ok or even advantageous to change jobs every 18-24 months; the desire of young people to have more fun and more balance between work and home than their parents experienced; the expectation that work will be meaningful and make a difference; and the growing trend among talented and experienced professional women to stay home with their children.

## **Retention Is No Longer just an “HR Issue”**

The Ken Blanchard Companies advises organizations to elevate the retention challenge to a strategic initiative and manage it as carefully as profitability. This means collecting and paying attention to retention measures, setting realistic goals for retention, and getting smart on why people leave and why they stay in organizations (usually not the same reasons). It may also mean looking closely at jobs where attrition is the highest and most costly or most disruptive. By creating even minor adjustments, targeted jobs can be made more appealing.

Another important strategy in combating unwanted attrition is to pay close attention to the relationships factor in a person's work. Studies reveal that people are much less likely to leave prematurely and voluntarily if they are learning, recognized individually, valued and appreciated, building their career toward their dreams, and part of something that is valuable to their organization and society. When people are truly engaged and energized in their work and career, they spread that energy, and the entire organization thrives.

Let's now look at some Retention Building Habits.

### **Retention Building Habits**

It is recommended that we create “retention insurance” by implementing 10 simple practices :

1. **Show genuine interest and appreciation** . Continue to be or become genuinely interested in each person whom you support and depend on.
2. **Make work meaningful** . Help people see the connection between what they do and what difference it makes, to the company, the internal or external customers, and society.
3. **Ask courageous questions** . Don't shy away from asking why people stay and what it will take to retain them; ask whether they feel challenged, recognized, and well trained.
4. **Grow competencies, situationally** . Look for opportunities to put people into challenging situations where their skills and competencies will grow.
5. **Meet one-on-one, routinely** . Conduct regular, but brief one-on-one meetings between manager/leaders and direct reports. Begin by asking, “What's on your mind?”—then listen and act.
6. **Make retention everyone's responsibility** . Encourage all members of the work group to feel responsible for the retention of their peers and to be alert to problems that can be fixed.
7. **Be a career builder** . Talk to people about their long-term career aspirations and help them use or build the skills and competencies they need for the future.
8. **Help people get an “A.”** Give the gift of being clear about what an “A” level performance looks like.
9. **Manage the meaning of change** . Move toward people in uncertain times, including personal and organizational change. Be there and be open. Check in with people often.
10. **Walk your talk** . Be aware that people are always watching and assessing you and your actions as a leader.

(References for this article has been drawn from The Ken Blanchard Companies News & Events)