THE village BUSINESS INSTITUTE
EMPLOYEE ASSISTANCE PROGRAM

Keeping in touch
FOR SUPERVISORS
2nd Quarter 2022

WHAT SUPERVISORS CAN DO ABOUT the great resignation

How a sense of value and belonging affect retention



By Bradi Holy, M.Ed., LPCC, NCC | Clinical Supervisor | The Village Business Institute

As a result of the COVID-19 pandemic, a significant number of U.S. employees have re-evaluated their careers and adjusted their work-life priorities. In 2021, **nearly 20 million Americans resigned** from their jobs – a trend that's expected to increase throughout 2022. An estimated 23% of employees are seeking new employment, according to a poll by ResumeBuilder.com.

Dubbed the "Great Resignation," this workforce shift is leading employers and supervisors to emphasize, now more than ever, strategies to retain their employees in hopes of reducing the organizational impact of high staff turnover.

The Great Resignation has left many employers and supervisors feeling overwhelmed and stressed as they struggle to address a national crisis and search for answers as to why their employees are leaving.

Many employers inaccurately gauge the driving reasons behind employee resignations. According to recent studies, the top factors for employees choosing to leave their job and seek other employment are as follows:

- Valued by manager
- Sense of belonging
- Valued by organization
- Work-life balance

This information should be optimistic for supervisors because **we can and do make an impact** on our employees' sense of value and retention in the workplace. Although factors such as fair compensation, manageable workloads, and potential for advancement are all important driving factors in maintaining employee retention, creating and maintaining a positive workplace culture and employees feeling a sense of value and belonging appear to be stronger factors in keeping them at their jobs.

Resignation, *page 2*

Resignation, *from page 1*

What can you do as a supervisor to improve workplace culture and help employees feel valued in the workplace? Take these four tips from expert Daniel Coyle, author of "The Culture Code":

FIND WAYS TO DEMONSTRATE BELONGING

- Find ways to signal to your employees that they belong in the organization and create safe connections. These can be non-verbal exchanges, such as eye contact, maintaining a high level of energy in interactions, being mindful of vocal pitch, using humor and laughter, actively listening, and asking questions.
- Humans are wired to perceive individuals as either "safe" or "dangerous," and in organizations in which supervisors and employees are perceived as "safe," employees feel a greater sense that they belong in the organization.

FACILITATE STRONG GROUP COHESION

- Proximity is important in building positive workplace culture, which has directly been impacted by the COVID-19 pandemic. Instead of potlucks, holiday parties, and informal interactions in the breakroom that often lead employees to connect and feel cohesion with each other, many employees have found the culture shifting, especially if they are continuing to work remotely.
- Whether employees are working in the office or at home, find ways for them to connect with each other in their working environments. If employees are working on site, find small windows of connection, such as stopping by their office or setting up regular time to check in. If your employees are working from home, reach out and check in via email, phone call, Teams messages, etc., and find ways for them to connect with their co-workers.

CREATE A TRUSTING ENVIRONMENT

- Trust is built in simple, small exchanges of openness and vulnerability. Vulnerability in the workplace is not about being "touchy-feely," but more about supervisors being able to demonstrate open communication, admit to weaknesses or mistakes, and seek help from others.
- Modeling imperfection and having flaws creates an environment for employees to set aside their own insecurities and build trust within the team and with their supervisor. Being able to say "I messed up …" or "I didn't get that quite right …" can go a long way in building trust!

TAKE CARE OF YOUR EMPLOYEES

- Employees are experiencing unprecedented rates of stressors that impact their physical, mental, and emotional well-being. Employees are also signaling burnout as a reason they are leaving their jobs. Supervisors can signal care to their employees by checking in with them, responding attentively to employees' concerns, and taking an active role in addressing employee burnout. For additional information on employee burnout and tips for supporting employees, check out our Business Bite webinar on employee burnout. View it at www.TheVillageFamily.org/webinars

5 KEYS TO EMPLOYEE RETENTION

1. **Relationships:** Employees who have workplace friendships are more likely to love their employer; are more likely to be engaged, motivated and productive; have a higher commitment to quality; and are less likely to be poached by another company.
2. **Recognition:** Being recognized for their unique talents and qualities helps employees to feel valued. Offer specific positive feedback and express appreciation in the manner your employee wants to be appreciated.
3. **Respect of Employees and Others:** Today's employees expect supervisors and colleagues to be compassionate, be prompt and timely, treat everyone equally, give proper credit, and do their part.
4. **Advancement and Development:** People want to be able to grow and advance in their careers, and they want their employers to provide those opportunities proactively.
5. **Feeling Valued:** Employees need to feel like their existence within a company or organization matters. Ensure your team members feel cared for and heard, like they can voice their opinions, that good suggestions are acted upon, and that they play a role in decision-making.

Information provided by Village Business Institute Trainer Tanya Frazier

- Encourage and promote the use of accessing The Village EAP, including mental health counseling services. Remind employees of their EAP benefits on a regular basis and normalize the importance of doing so as a way of properly caring for themselves.

And remember, we are here for supervisors as well through the stress of The Great Resignation. If you are feeling burnout or stress as a supervisor, our trained, professional counselors are here to assist you in managing stress and keeping yourself well.

Sources: http://hdl.handle.net/10713/17352; "The Culture Code" by Daniel Coyle



BRADI HOLY is The Village Employee Assistance Program Clinical Supervisor. Her goal is to assist individuals with tapping into and utilizing their strengths to grow and find change. She loves seeing others make progress and reach their goals. As a therapist, she uses a variation of different approaches to counseling including Relational Cultural (RCT), Cognitive Behavioral (CBT), Motivational Interviewing, and other mind-body interventions.

Bradi graduated from North Dakota State University with a master's degree in Clinical Mental Health Counseling. She has worked for The Village Family Service Center since 2019 and joined the EAP team in 2020. She enjoys doing yoga, reading, and spending time with her husband, son, and giant dog, Bubs.