



## *Goshen on Leadership*

### **Why Key Employees Quit**

I received a call from a client who is the general manager of a large company. His words: "Bob, I have a major problem. One of my key employees has just given me a two weeks' notice." I asked if he knew why, and his response was "She wants to move on to more challenging projects."

I see these top six reasons why key people quit:

They are underpaid. They believe the hours they are devoting to their work are not equal to the amount they are earning.

**1. They are overworked.** The biggest tragedy is that when we find key people, we seem to overload their schedules knowing they can be counted on to perform.

**2. They are under recognized.** We make a big mistake when we never take the time, on either a personal basis or a group basis, to tell our key people how important they are to the organization. Key people must be recognized.

**3. They work for an incompetent person** in their department. We can overlook the leadership structure and fail to identify competency issues. There may be someone in management over the key person who is not a great leader or who feels challenged by the key employee. Great talent cannot be placed under incompetent leaders.

**4. They are overwhelmed** with their current job assignment. Every ship has what is known as a "Plimsoll line." This marking on the side of the ship shows when the ship has reached its maximum load. Every person has a personal "Plimsoll line"—we need to recognize when our key people can't take on additional assignments.

**5. They are experiencing unusual challenges** in their private life. The key employee may be wrestling with an array of challenges from marital, financial, drugs and alcohol, to challenges with children, spiritual challenges, relationship challenges, or perhaps a toxic and abusive mate. We must be totally tuned in to that person and their personal development.

So what solutions can help us keep those key employees? I suggest practicing the same habits that have made my marriage successful for 48 years. Your key people—really all of those under your leadership—deserve this attention:

1. Listen to them
2. Admire them
3. Recognize them
4. Serve them
5. Create a good environment for them
6. Communicate daily with them
7. Have fun with them
8. Surprise them
9. Never stop building trust
10. Work diligently to ensure their security

Great relationships with key employees are a must. The key employee must continually be nurtured and always given recognition.

My client's dilemma came to a satisfying conclusion: he allowed me to call his key employee. I was able to discover the real "why" to her resignation, to solve those issues and convince her to stay.

**As a member of the National Speakers Association, Bob has been invited to corporations and organizations to speak on the subjects of Marketing and Leadership. For additional information on Bob Goshen go to [www.bobgoshen.com](http://www.bobgoshen.com) or email [bob@bobgoshen.com](mailto:bob@bobgoshen.com).**

