



## 75% of Employees Leave Their Jobs Due to Their Bosses: How to Fix It

In sport the role of the coach is clear, every professional or amateur team has one. Even my children are afforded a coach for their barely coordinated soccer matches, but in business it is different!

Comparing business to sport is an old cliché but when it comes to the role of the coach, therein lays a gap between the two. So, if the role is so critical in sport, where the likes of Real Madrid, Barcelona, Manchester United, New York Yankees or Dallas Cowboys (just to name a few), all of which generate as much if not more revenue as many other major corporations in the world, why is it less definitive who's role it is in an organisation?

Attracting, developing and retaining talent in sport is perhaps the single defining element between being a good coach or being a great one, being a good performing team or near unbeatable. On the field the leader is the captain whilst the coach orchestrates the strategy, tactics, plays and players from the bench.

In business it is less clear. The same issues still exist; attracting, developing and retaining talent. As in sport, it's the difference between being a good business or being a high performing one, but when you ask who is responsible for coaching in the organisation fingers are often pointing in all directions. Is it HR? Is it the leaders in the business? Is it solely L&D's problem? Is it up to each employee to work it out for themselves? Is the responsibility outsourced so everyone's conscience is clear?

Before answering, let's pause for a moment. Perhaps I am asking the wrong questions. Try this instead.

***If your most valuable employee resigned today who in your organisation would be responsible?***

If you have to soul search, do so, but it is unlikely going to be HR, L&D, the employee themselves or the external provider. Process of elimination leaves you with the employees' leader.

So, if leaders are responsible, then attracting, developing and retaining employees is a key measurement of each leader's success. A smart leader intuitively knows that coaching is their responsibility but they also know that utilising HR, L&D and external providers are useful tools in the toolkit. This does not however exempt the leader from being a coach themselves.

According to a Gallup study 75% of workers who voluntarily left their jobs did so because of their bosses and not the position itself. So conventional wisdom is indeed true - people don't leave their jobs, they leave their managers. Regardless of what is expected from leaders, facilitating employee learning and development should be a non-negotiable competency. Google's famous people analytics team examined data from thousands of employee surveys and performance reviews to find out which behaviours characterise its most effective managers. Coaching topped a list that also included helping with career development. Research by Gallup has yielded similar results. Work groups in which employees report that their supervisor (or someone else at work) cares about them as a person, talks to them about their career progress, encourages their development, and provides opportunities to learn and grow have lower turnover, higher sales growth, better productivity, and better customer loyalty than work groups in which employees report that these developmental elements are scarce.

Hands-on, on-the-job, coaching gives each leader a real opportunity with their employees to;

- Build stronger relationships;
- Understand their needs and strengths;
- Create meaningful dialogue; and
- Empower them

Leaders in turn develop their own EQ and learn about themselves along the development path. There is a real and rewarding feeling gained from developing people.

Coaching should not be for the best of your employees only, or the few 'bad eggs' causing you problems it should be extended to all staff within the business, albeit even if only for as little as one hour every quarter, with some small touch points in between. It can be manageable; in fact, it has to be manageable because we all know people are not only an organisation's greatest asset they are actually an organisation's greatest investment.

So, if you are a leader and you haven't started developing your employees there is no time like the present, because soon, whether you like it or not, a competitor will snatch the staff you think you treasure away from you because their coaching and development plan will be the attraction.

The future is coming you just need to be prepared for it!

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