



THANK YOU FOR JOINING US

This webinar will start
shortly

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Xpert HR

Retaining Top Talent in Another COVID Year

February 10, 2021

Phillip B. Wilson, founder of Approachable Leadership





Phillip B. Wilson

Founder of Approachable Leadership and nationally recognized labor and employment expert





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Why We Quit



Xpert **HR**

87%

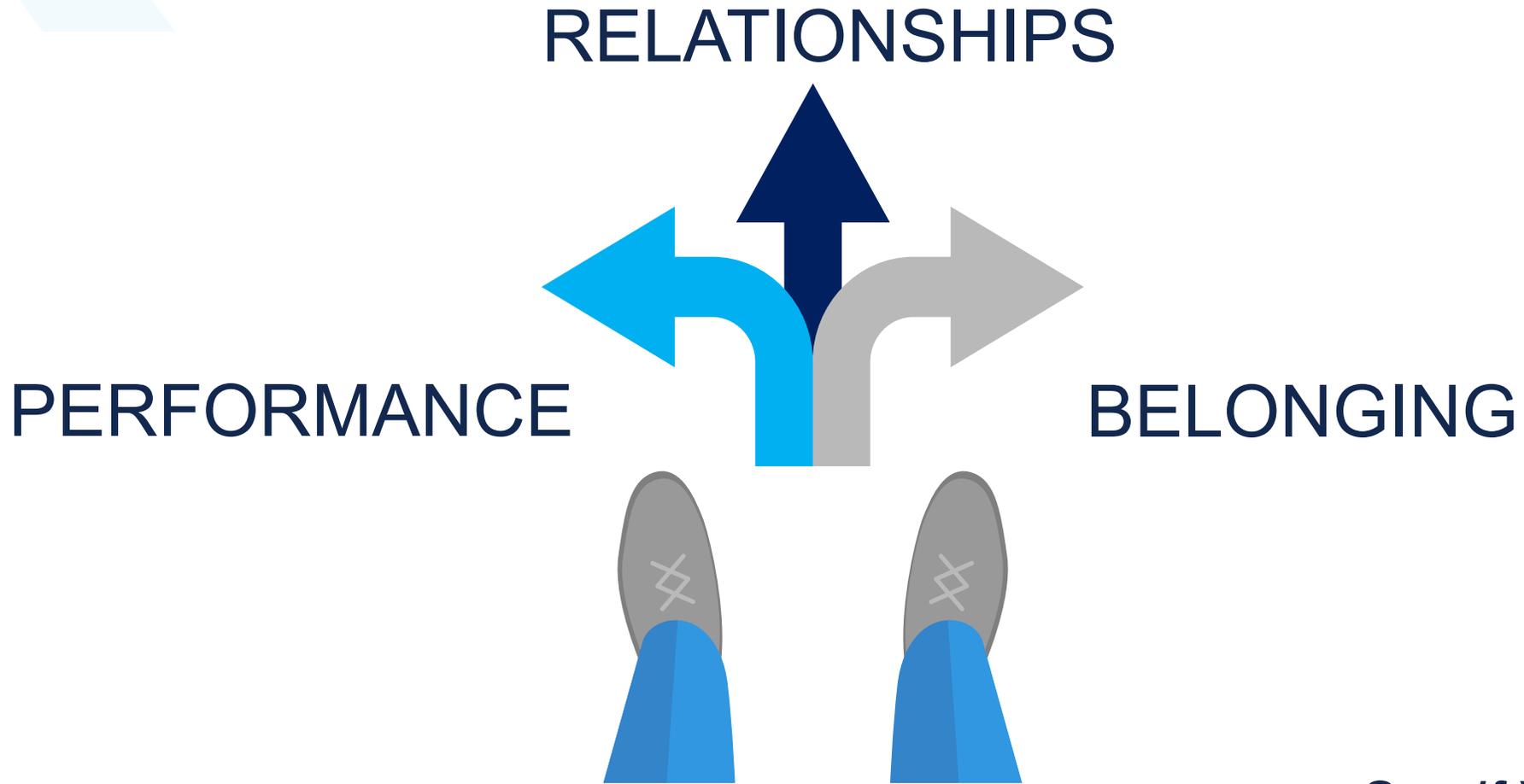
\$430B

\$1.2M

36%

Check out *Topgrading* by Brad Smart

How to Tell Someone is Leavin'



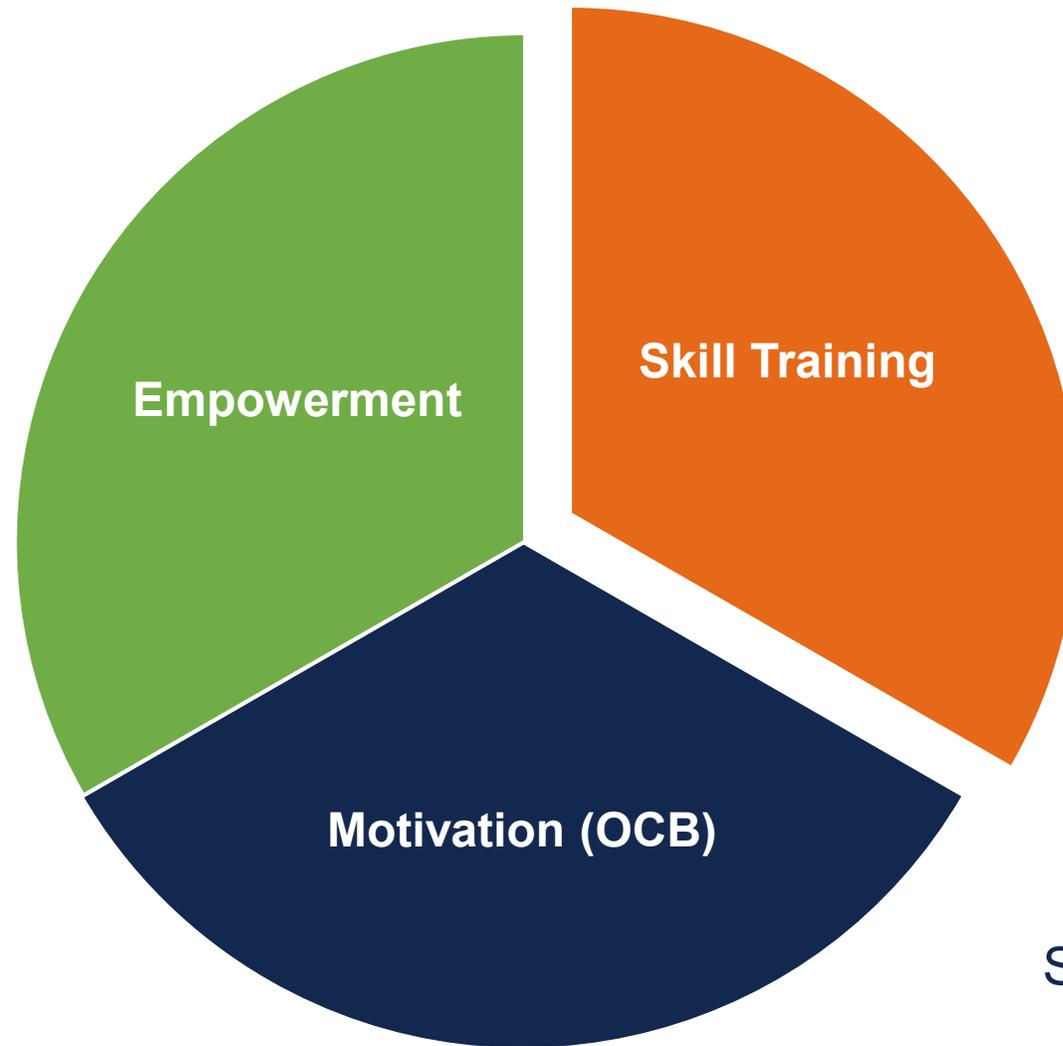
*See If You Got
Leavin' on Your Mind*
study by Tim Gardner

Baker's Dozen Signs Someone is Leavin'

- Work productivity decreased
- Acted less like a team player
- Doing the minimum amount of work
- Less interested in pleasing their manager
- Less willing to commit to long-term timelines
- Exhibited a negative change in attitude
- Exhibited less effort and work motivation
- Exhibited less focus on job related matters
- Expressed dissatisfaction with their current job
- Expressed dissatisfaction with their supervisor
- Left early from work more frequently
- Lost enthusiasm for the mission of the organization
- Less interest in working with customers

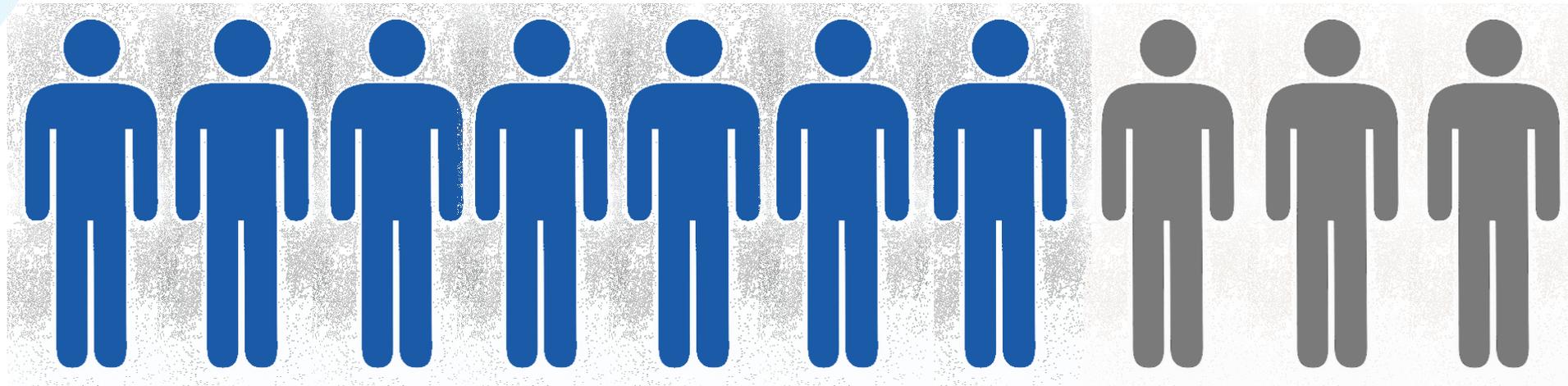
From *If You Got Leavin' on Your Mind* study by Tim Gardner

One of These is Not Like the Others...



See *Impact of Motivation, Empowerment and Skill* study by Tim Gardner

What Predicts Performance?



67%

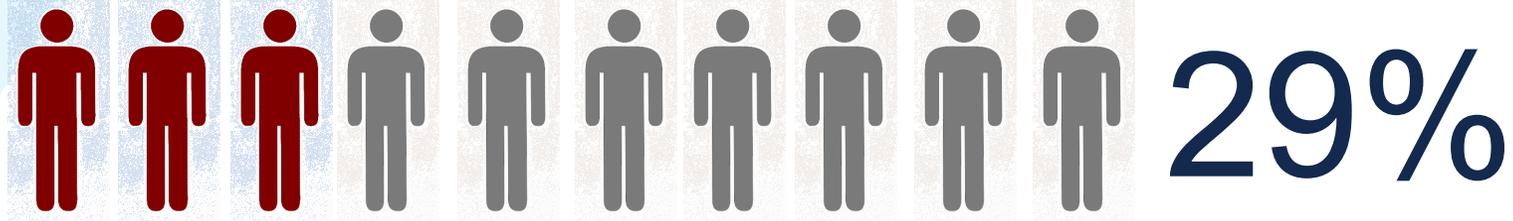
Organizational Citizenship Behavior (OCB)
(versus all other factors)

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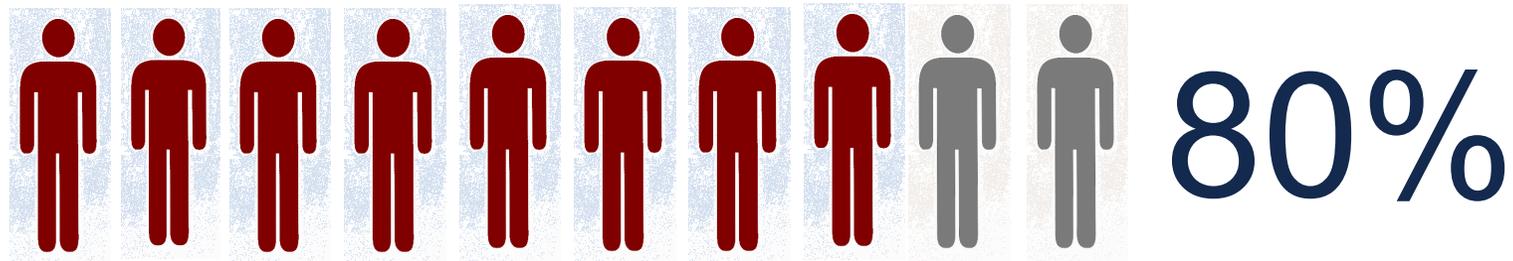


What Predicts OCB?

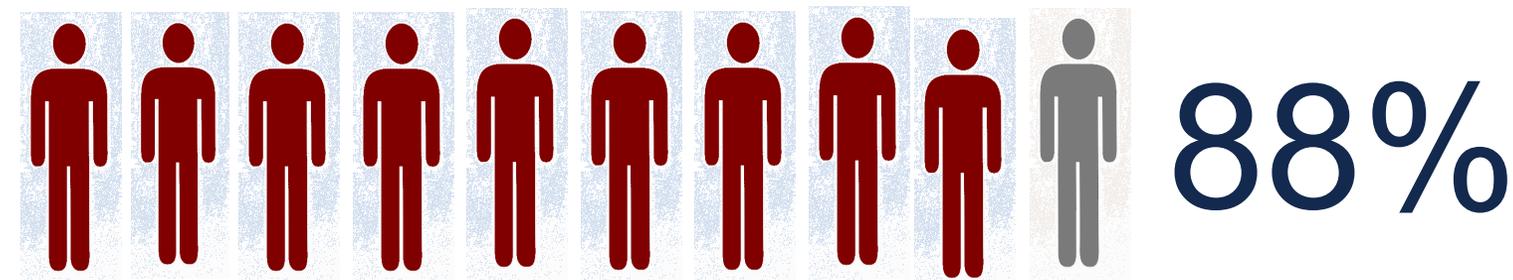
Desire, money, or gift



Supervisor competent



Supervisor approachable





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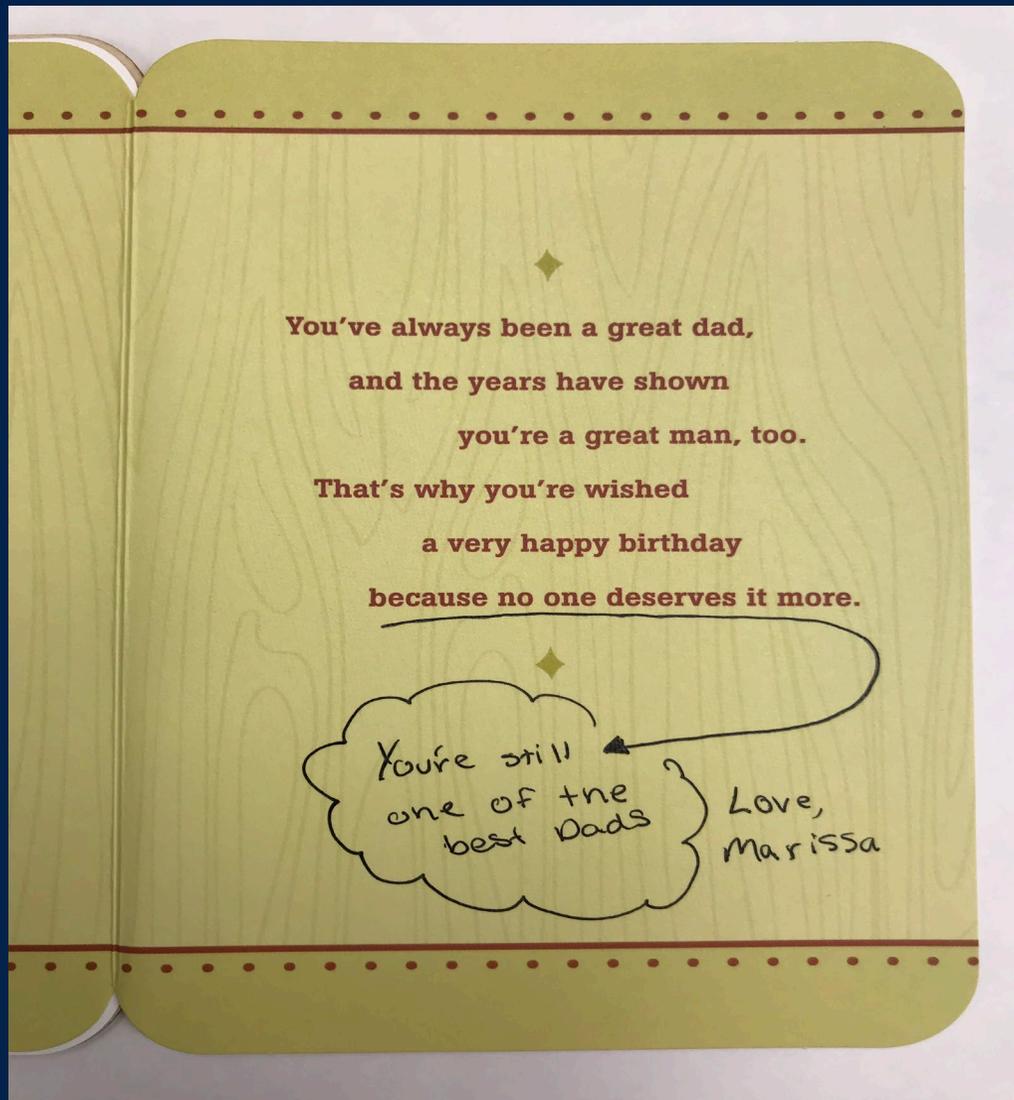
71% Lower
Turnover!



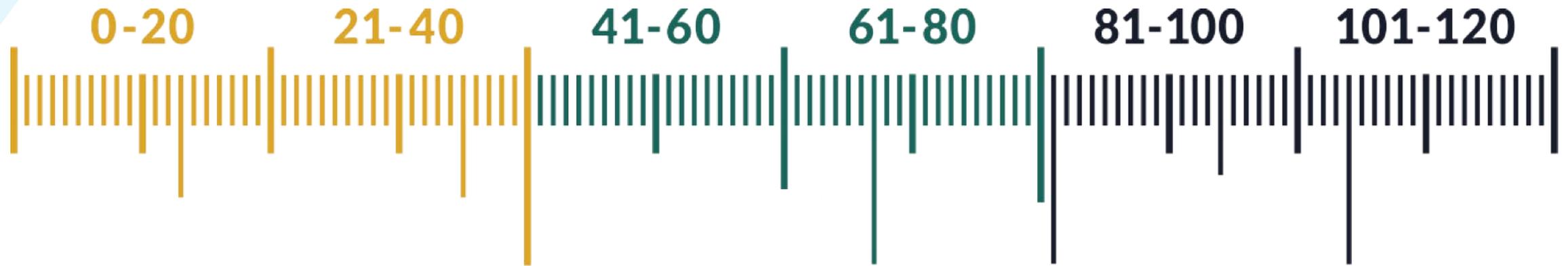
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Leaders' Mind Gaps





Hofstede's Power Distance Index



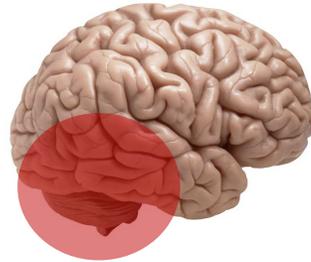
Low Power Distance
Relationship Focused

High Power Distance
Position/Authority Focused

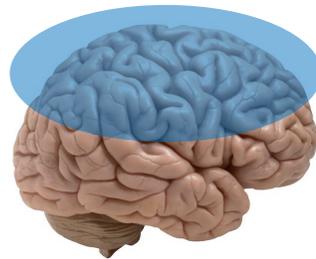
Check out page 26 of [*The Approachability Playbook*](#)

How the Brain Works

LIMBIC SYSTEM



**OLD
FAST
IMPRECISE
SURVIVAL**



CEREBRAL CORTEX

**NEW
SLOW
PRECISE
THINKING**

Recognizing Gaps Tool

Physical Gaps

Verbal Gaps

Behavioral Gaps

Discussion Starters

Check out page 28-30 of [The Approachability Playbook](#)

The graphic is a white rectangular box with a thin grey border, containing text and icons. At the top left is the 'Approachable Leadership' logo, with 'AL' in a stylized blue and yellow font. Below the logo is the title 'Recognizing Gaps Tool'. To the right of the logo is a short paragraph explaining the tool's purpose. Below this is a section titled 'CHECKING IN' followed by a horizontal line. Underneath is a 'Tool in Brief' section with three bullet points. This is followed by another horizontal line and a 'TOOL IN PRACTICE' section with a bolded instruction. Below this are two colored boxes: a grey one for 'Physical Gaps' and a teal one for 'Behavioral Gaps', each with a list of examples. Below these is a yellow box for 'Verbal Gaps...' with a list of examples. At the bottom is a teal box for 'Discussion Starters...' with a list of phrases. The footer contains copyright information.

AL Approachable Leadership
Recognizing Gaps Tool

Power distance gaps cause major problems. But how can you tell if there is a gap? This tool helps you recognize behavior that suggests a power distance problem.

CHECKING IN _____

Tool in Brief

- **Physical Gaps** physical avoidance behavior can suggest a gap
- **Verbal Gaps** mitigated or indirect speech may express power distance
- **Behavioral Gaps** many times actions speak louder than words – watch for gaps between what someone says and what they do

TOOL IN PRACTICE _____

Use the tool to recognize signals of power distance. When you notice one use the discussion starters to help shrink the gap.

<p>Physical Gaps</p> <ul style="list-style-type: none">• Physical distance, turned toward an "exit"• Avoiding eye contact, looking at ceiling• Closed body language (arms crossed)• Distracted, seems lost in thought• Holding back or agitated body language	<p>Behavioral Gaps</p> <ul style="list-style-type: none">• Promising one thing, doing another• No follow through or follow up• Passive aggressive actions• Being "too busy" or procrastinating• "Changing mind" about importance of issue
--	--

Verbal Gaps... These are the most recognizable signals of power distance

- Watch for mitigated speech like **hints** ("I wonder if..."); **preference** ("perhaps we should..."); **question** ("do you think ___ would work?"); or **team suggestion** ("why don't we try ___?")
- Look for attempts to "sugarcoat" or downplay bad news
- Being overly polite or deferential
- Quickly deferring, backing down when rejected by someone in power

Discussion Starters... Once you notice a gap, try this to close it

- "You seem uncomfortable. It's OK – I really want to know what you think."
- "I'm not 100% sure what I think about this myself. Tell me what you really think."
- "OK, that's what I do [name behavior] when I'm not sure if I should say something. What's up?"
- "I need your help. Can you be honest and tell me exactly what you think about this?"
- "I may be completely off base here, I don't know. Can you tell me what you really think?"

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Recognizing Gaps Tool

Physical Gaps

Verbal Gaps

Behavioral Gaps

Discussion Starters

Physical Gaps

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Check out page 28-30 of [*The Approachability Playbook*](#)

Recognizing Gaps Tool

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Recognizing Gaps Tool

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Recognizing Gaps Tool

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Ask Better
Questions

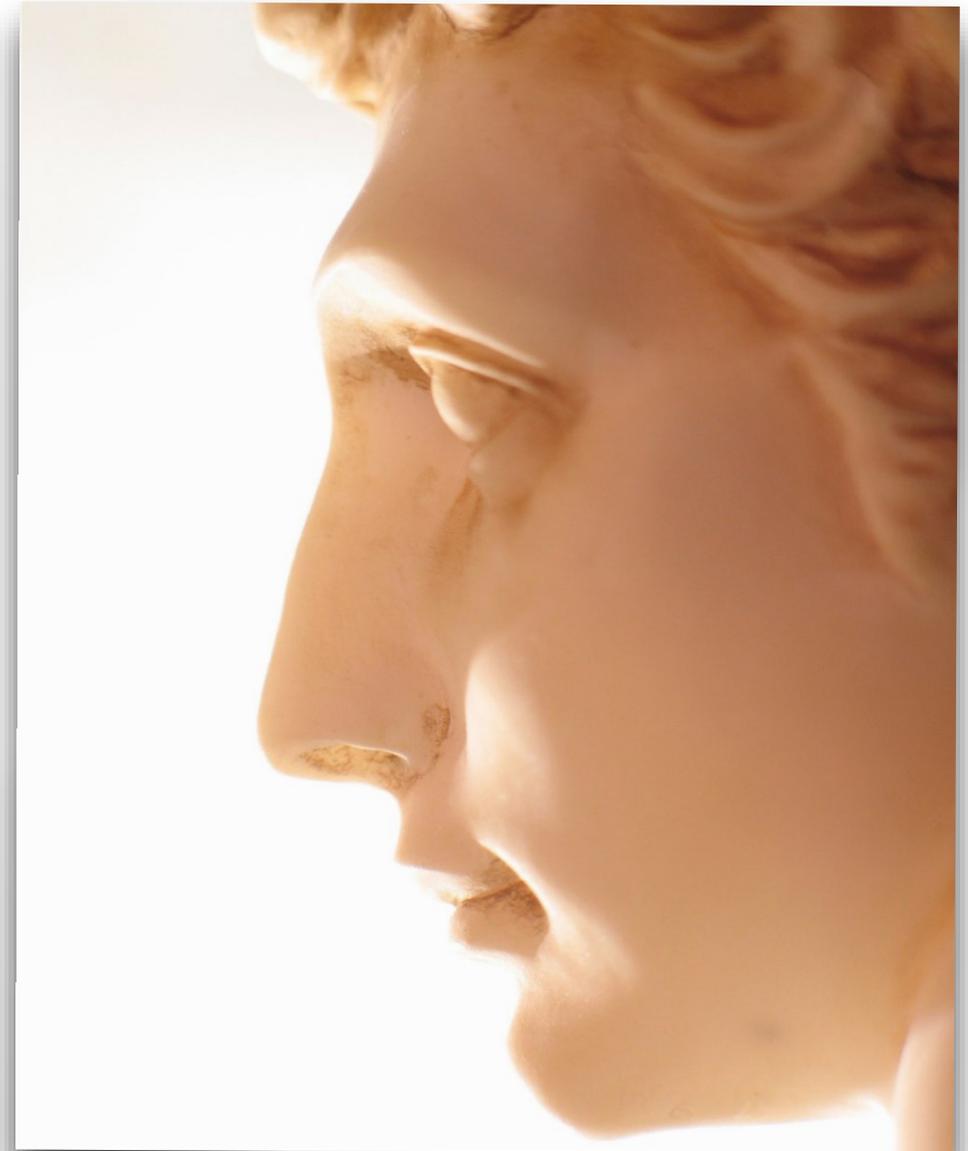
Do You Have What You Need?

The Hero Assumption

Nobody wakes up in the morning thinking they are the villain of their story.

The Pygmalion Effect

ApproachableLeadership.com/Research



What Would Make Work Better?



The “F-Word” of Leadership

“My job is to reduce frustration.”

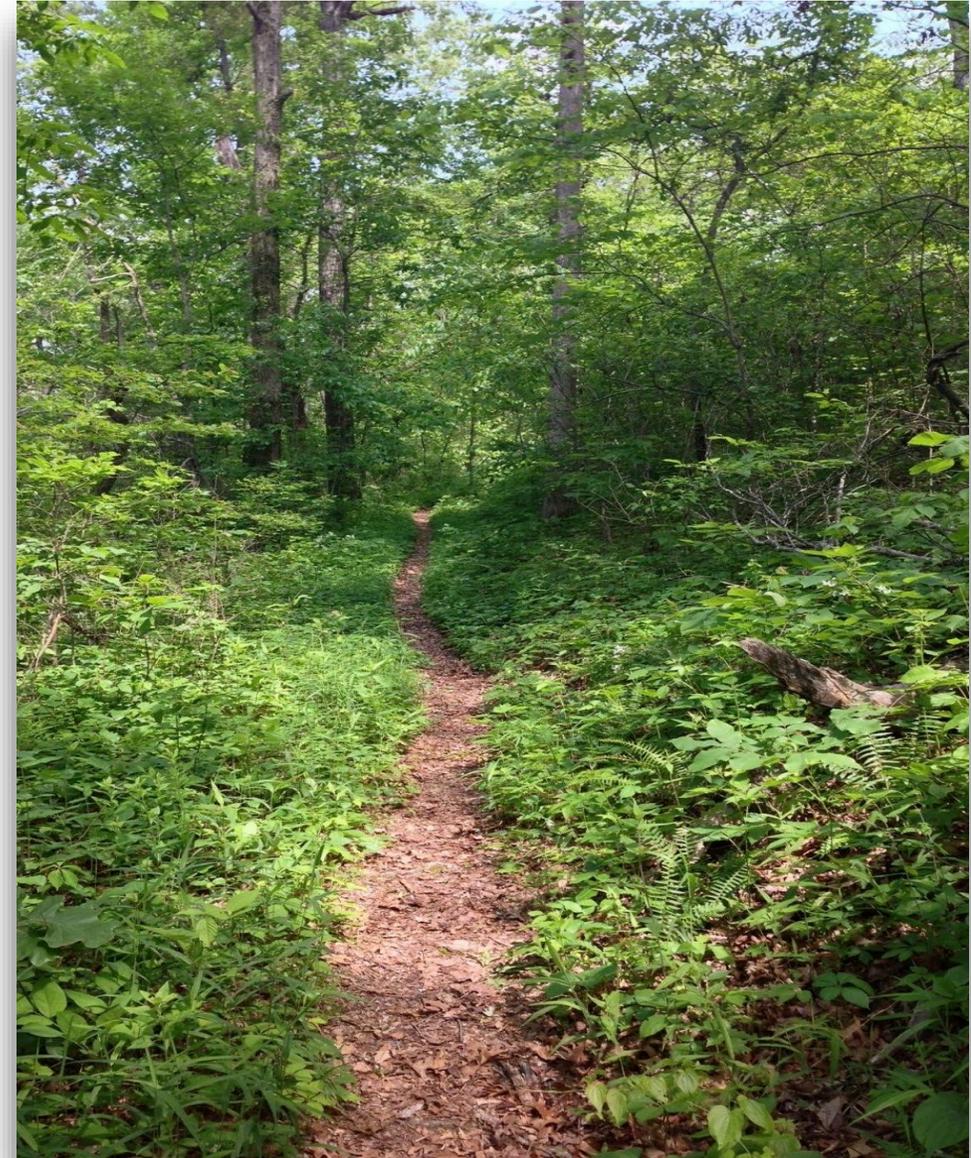
What's Next?

The Progress Principle

“People want to make progress.”

Win, Know, Show

ApproachableLeadership.com/Research



Takeaways

1. Satisfaction isn't engagement
2. Leaders mind gaps
3. 3 powerful questions

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Questions?

Thank you

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