



A HOW-TO GUIDE



Developing a Leadership Capability Framework to Increase Employee Engagement, Retention and Productivity

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INTRODUCTION

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Clearly, quiet quitting is gaining attention lately as a workplace strategy for some employees and a challenge for some organisations. It also is a significant challenge in managing costs in organisations. The concepts of efficiency and effectiveness in workplace performance need to recognise this phenomenon.

As noted in a [CMA Australia report](#)

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Enterprises are facing multiple challenges when it comes to both employee engagement/retention and productivity. The current historical low unemployment rates mean that it's difficult for all employers to find new, and quality, talent. Employees, understanding that they can move if dissatisfied with the leadership and/or their functional work, are doing so: one third of Australian workers are considering quitting their jobs as the “great resignation” continues to disrupt organisations in all sectors

Meanwhile, another 30 per cent of workers are actively participating in quiet quitting. Quiet quitting describes employees that refuse to work beyond the minimum required of their job – this includes overtime and taking on additional responsibilities. Should an organisation become too filled with “quiet quitters”, the overall productivity and ability for the organisation to be nimble will be compromised.

However, the reason for both quiet quitting and an increased churn rate has more to do with leadership, rather than the employees themselves. Just think about it, if there is a “great resignation”, why are unemployment rates at a historic low? Surely people are not quitting and moving to the wilderness. People are moving to other organisations – they are leaving managers, they want and expect better leadership from the management team. At all levels within the company.



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When I meet a great manager I know how important they are. When I meet a great leader I know how important I am.

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1.1

Five Steps in Preventing Quiet Quitting

What role does leadership play in employee satisfaction?

Being able to identify and promote great leadership across the organisation, at all levels, is going to be the most effective and proactive defence against these toxic attitudes towards work. If you're already experiencing these trends, then you will already have lost some of your best people. Now is the time to act. If you haven't yet experienced these trends, now is the time to be proactive around building leadership capability.

Building great leadership to prevent both quiet quitting and an exodus from the company can be achieved through a concentrated strategy that addresses five priorities.

Prioritize the Development of these Cultures



1.



Regular Employee Check-Ins

Managers should communicate regularly with their direct reports and ask them about their job satisfaction, workload and if they need any support to perform their tasks. This is particularly important now that hybrid work has become standardised and there is less face-to-face contact. Feelings of isolation and being overlooked can have a detrimental impact on an employee's morale, so managers should make frequent contact a priority. This could come in the form of a casual conversation in the hallway, or something more considerable like monthly one-on-one's.

2.



Provide recognition and rewards

Employees who feel that their contributions are valued and appreciated are more likely to stay engaged and motivated. Employers should recognise and reward their employees for their hard work and achievements. It is particularly important to recognise when employees are taking on more work, and acknowledge that appropriately.

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Employees must recognise that some amount of job creep — that is, the gradual expansion of their core duties over time — is only natural. But especially after more than two years of pandemic-fuelled firefighting, during which more and more activities that might once have been considered 'above and beyond' have become expected parts of workers' jobs, the benefits of good-citizenship behaviour may increasingly feel outweighed by the costs

As noted in a [CMA Australia report](#)

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3.



Offer professional development opportunities

For decades research has made it clear that salaries are not the only motivating factors for employees. Rather, employees who feel that they have opportunities for growth and development within the organisation are more likely to stay engaged and motivated. Employers should provide opportunities for employees to attend training programs, conferences and other development activities. It also means that for promotions and new roles, existing employees should be given the opportunity at the same time the organisation looks to external candidates.

4.



Being Responsive to Employee Complaints

If an employee raises a concern, it is important to take their feedback seriously and address the issue immediately. This will show that the manager cares about their employees' well-being and is committed to resolving any problems that arise. Many toxic workplaces have avenues for feedback, but it often lacks anonymity and, more importantly, accountability. Complaints, even constructive ones, are often dismissed or corrective action is delayed, creating a feedback culture that feels futile as far as the employees are concerned. This creates a negative feedback loop that will certainly undermine any future attempts to draw insights from employees.

5.



Foster a Positive Work Environment

Finally, and quite simply, a positive work environment can make a huge difference in employee morale and engagement. Employers should strive to create a positive workplace culture by promoting teamwork, open communication and a healthy work-life balance. There are times where it will be necessary to ask employees to do additional work, stay late or cover workloads beyond their remit. However, it's important that the employee understands that this will not be habit and the imposition is acknowledged by their managers.

1.2

Three Additional Steps In Avoiding The “Great Resignation”

Hire the Right People



The first step in reducing employee churn is to ensure that the organisation is hiring the right people in the first place. This means both finding the right skills and cultural fit, and also ensuring that there's good behavioural fit. One of the big things to look out for when recruiting is the potential for an employee to “burn out,” and the impact that might have on the teams around them. Someone that puts in excessively long hours, and overachieves with their KPIs might seem great on paper, but if they're going to push those around them too hard to the point of reducing morale it is cause for concern. This is doubly true if they're going to drive a culture of overwork and then burn out and quit themselves.

As mentioned above, compensation isn't always the key priority for employees, however, it is still important. Employees who feel that they are being fairly compensated for their work are less likely to leave. It is important to offer competitive salaries, but equally, especially in this period of high inflation, it's just as important to conduct regular income reviews, and look for ways to support the employees in other ways – for example, subsidising gym memberships, providing work lunches, and the like.



Competitive Compensation & Benefits

Exit Interviews



Finally, it is important to conduct exit interviews with employees who are leaving the organisation. Ideally you should be identifying issues within the business before it comes to this, however, should an employee decide to leave, you still need to identify any issues they may have kept quiet about through their tenure.

1.3

Surveys And Data Mean Everything

Why are leadership 360 surveys crucial to organisational success?

Building a leadership capability framework to mitigate against the risk of quiet quitting and resignations won't just happen. Organisations need to take a methodical approach, and this is where 360 degree surveys become an invaluable tool.

A 360 degree survey is a multi-rater feedback tool that allows employees to receive feedback from their managers, peers, subordinates and other stakeholders. It also provides similar feedback back "up the chain" to their managers and executive leadership. This type of survey can be a powerful tool for reducing employee churn by providing deep and actionable data around employee satisfaction. Some ways that it achieves these outcomes include:

Leverage the Benefits of 360 Surveys



Identify areas for improvement

By collecting feedback from a variety of sources, a 360 degree survey can identify areas where employees may be struggling or need additional support. It can also highlight areas for managers to improve their leadership style. This information can then be used to establish programmes to improve the company culture and develop the skillsets of the managers more in-line with employee expectations.



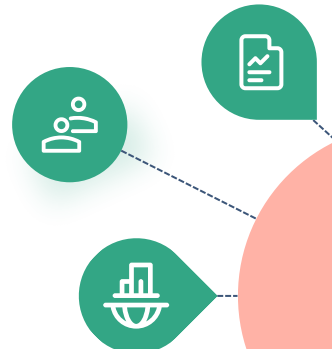
Increase employee engagement and satisfaction

A 360 degree survey can help to increase employee engagement and satisfaction by demonstrating that the organisation values their input and is committed to their development. When employees feel that their opinions are heard and that they have opportunities for growth and development, and that their organisation is aligning behind their own vision of work, they are more likely to stay committed to their jobs.



Improve communication and collaboration

A 360 degree survey can also help to improve communication and collaboration within the organisation. By soliciting feedback from a variety of stakeholders, employees can gain a better understanding of how their work impacts others and how they can work more effectively as a team. This can go a long way to mitigating an employee's concerns around how engaged they are with their work and team, and also help to build empathy to highlight how "quiet quitting" might impact on the overall group's performance.



KEY TAKEAWAY

It's All About Being Attentive

The idea of data collection can be intimidating. People often have a vision of big, expensive and time-consuming projects. One of the great benefits of the 360 degree survey is that these insights can be achieved quickly and at an excellent ROI – you will start seeing benefits across the company culture almost immediately, and over a few years, with an additional survey every 6-12 months, the ability to measure and track outcomes over time will result in an exponential improvement to the company culture and the management team's leadership capability.

Learn More About 360 Degree Surveys

360 degree surveys are one of the most useful tools for understanding the inter-personal dynamics within an organisation. Not only can they help you to proactively manage your organisation's culture, but they can help you find and develop the leaders of tomorrow.

MultiRater Surveys is the leading voice in 360 degree survey design and application. Contact us today for more information, or to get started.

FOR MORE INFORMATION



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