



TriOpus Group

Shaping your company's talent

This month:

PREPARING YOUR PEOPLE TO LEAVE

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Think of all the time you spend trying to recruit and train good people to work in your organization. You likely have a budget for reward and recognition so they'll be motivated to perform in their position. You may even work especially hard to keep them content in their roles so they will want to stay in your department or organization. Well, you likely already know that kind of thinking is short-term. Unless you allow people to challenge themselves, spread their wings, and potentially fly the nest, most will only be content for a while. After that, you risk them leaving your company for greener pastures, and you may not see it coming. It's essential as leaders to allow people to gain employability skills through training initiatives, challenges, delegation, promotions and of course, encouragement. By doing so, you build a culture that breeds initiative and creativity. Helping others to climb the ladder of success creates opportunity for you. Yes, you may be in a perpetual state of providing training, but your succession planning initiatives will be sure to pay off! Not to mention that you're likely to have a long list of highly qualified candidates waiting for a chance to join your company! People are preparing themselves to leave you anyway, whether you support them or not. What kind of leader do you want to be?

are you grooming your young apprentices to become jedi knights?



**only those
who
attempt the
absurd will
achieve
the
impossible.**

- MC Escher



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The rung of a ladder was never meant to rest upon, but only to hold a man's foot long enough to enable him to put the other somewhat higher.

- Thomas H. Huxley

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Whenever I ask clients if they are preparing their employees to leave them, they usually look at me as though I've lost it. "Why would we want to do that?" On the surface, it sounds like a good question, doesn't it?

But as leaders, let's take a step back and look at what we are trying to achieve. First of all, I'm going to go out on a limb and assume that the compensation that you offer your employees is competitive. If that weren't the case, what would motivate anyone to work for you and your company?

Now, I'm going to go out on another limb and assume that you want to attract the best people in the marketplace to your company.



Over the years I've been exposed to two types of leaders. The first type demand complete control of all aspects of their subordinates' work lives while the second type of leader creates a world in which it is safe for employees to make mistakes, contribute ideas and solutions, and feel as though they are making a difference to the organization. While the first type of leader stifles the employee's growth because of the fear of losing control, the second type of leader breeds risk taking, enthusiasm, and creates a kill-to-join attitude in the workforce and the marketplace.

Even though you may be a leader, you are also an employee. Which kind of leader would you prefer to work with? Most people would select the leader who encourages enthusiasm and innovation.

If you are such a leader, you are giving your employees the skills, knowledge, and experience that they will need to take on further responsibilities, either within your organization or elsewhere. In other words, by getting the most from your employees, you are in fact preparing them to leave you.

And what are the advantages of this to you, your company, and the employee? First of all, you are creating a culture that will attract the best internal and external candidates in the marketplace. Your company will gain because you are very likely to achieve and exceed your goals - and the employee will be fulfilled in his or her work.

But, even though you are preparing them to leave you, will they go? The short answer is some will, while others will stay. Those that stay do so for a variety of reasons, but hopefully it is because they are fully satisfied in their work and in the culture you have created. Others will move on but may well come back to your company in the future, perhaps in a more senior position. And all because of the work world that you created.

And what of the employees that work for a leader that does not prepare them to leave? Given a chance, they'll be gone in a flash.