



*Great Leadership Only Happens by Design*

## SAYING FAREWELL

### Effectively Managing Employee Departures

Leaders spend a lot of time looking for the talent they need to be successful. They use social media, recruiting agencies, and their professional networks to find and attract the most talented workers. Onboarding gets a lot of attention, helping integrate new employees into their new roles so they can start performing quickly. We spend a lot of time thinking about the best ways to bring employees in and put them to work.

But how much do you think about what to do when those employees leave?

How you deal with employee departures can have a big impact on your current workforce's performance, as well as on your ability to recruit new talent. By effectively managing both voluntary and involuntary departures, you can improve overall productivity without damaging morale, and you can even create new opportunities for recruiting great people in the future.

As voluntary attrition rates in major Asian markets stay in the double digits, and as companies demand new skills and improved performance when they grow, leaders will increasingly need to address the challenge of how to deal with employees who choose to leave...or who need to.

#### **VOLUNTARY ATTRITION**

When an employee tells you they are leaving for another job, do you immediately make a counteroffer? Do you yell at them and tell them they are ungrateful? Do you ignore them once they walk out the door? Depending on the situation, some of these might be the right response, some might be totally wrong. This session will help leaders decide whom they should try to retain, and who can be let go without a fight. Participants will learn how to communicate with both the employee and the remaining staff, and how to conduct an exit interview that will improve retention in the future. Finally, we will examine how to build an alumni network that helps your most valuable ex-employees stay connected to you.

#### **MANAGING OUT**

You may have employees who need to go, but whom you cannot fire. Maybe they are the grandchild of someone important, or perhaps their performance, as poor as it is, has not yet reached the limits of your organization's strict termination policies. If they are dragging you down and you are sure you cannot improve their performance, the best option may be for them to "self select" out of the organization. Getting them to realize that can be a challenge, so we will examine how managers can show someone they have better options elsewhere.

#### **INVOLUNTARY DEPARTURES**

Sometimes you need to let people go because their past performance is below average, while in other cases, effective past performers might not be who you need for the future. Different situations require different responses, and this session will help leaders prepare for termination discussions and learn how to carry them out in a way that minimizes damage to other employees' productivity and to your employer brand. You know you have done the firing right when an employee says "thank you." Making that happen takes practice.