



# How to Stop The Great Resignation

Hint: It Starts with Managers



# What Is Causing The Great Resignation?

What is driving this historical moment in time where tens of millions of people have quit or are thinking about quitting their jobs in search of something new? The standard aspects of a job like career advancement, compensation, and benefits play a role, but it's the human aspects of work (or more accurately, the lack thereof) that seem to be pushing people over the edge.

A recent article published by [McKinsey & Company in September 2021](#) reported that because of the isolation, uncertainty, and change brought about by the pandemic, employees are craving a human investment in the workplace. Specifically, people want:



## Purpose

A shared sense of connection with the company's mission



## Social Connection

Not just transactions, but in-person or virtual interactions and relationships



## To Feel Valued

By their organization, by their colleagues, and by their managers

This need for employees to feel valued by their managers seems to be overlooked by employers. In that same McKinsey & Company article, employees rated "valued by my manager" as the #2 most important factor, only behind "valued by my organization." Yet, employers placed it significantly lower, behind the more transactional aspects of work like compensation and the ability to work remotely.

### Employee Views

1. Valued by organization
- 2. Valued by manager**
3. Sense of belonging
4. Potential for advancement
5. Having caring and trusting teammates
6. Flexible work schedule

### Employer Views

1. Looking for a better job
2. Inadequate compensation
3. Poor health
4. Development opportunities
5. Poached by another company
6. Ability to work remotely
- ⋮
- 18. Valued by manager**

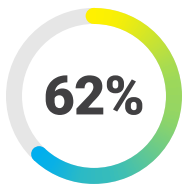
**This striking difference between what employees want vs. what employers *THINK* they want is a problem.**

# Understanding the Employee/Manager Relationship



We dug in to learn more about this gap in understanding. We surveyed nearly 5,000 employees—from individual contributors to C-suite executives—to get a better understanding of the employee/manager relationship as it stands right now.

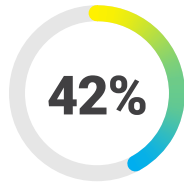
**First, as you may have guessed, management matters in the current working environment.** We learned that the relationship turns over quickly with 62% of respondents reporting a change in their manager within the last two years. Despite tenure, however, managers are a key driver of the employee experience with 96% of individual contributors surveyed agreeing that their manager has an impact on their well being at work, and 42% stating they have left a job in the past because of their manager. In addition, managers are culture shapers with 98% agreeing this group plays a critical role in building an engaged and connected organizational culture.



of respondents reported a **change in their manager** over the past two years



of individual contributors surveyed agreed that **their manager has an impact on their well-being** at work



stated **they have left a job** in the past because of their manager



agreed **managers play a critical role** in building an engaged and connected organizational culture

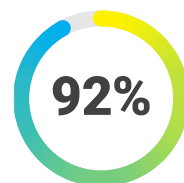
**Second, helping managers improve their effectiveness through management training is universally perceived as a good investment in time and money** with 99% of leaders, 98% of managers, and 92% of individual contributors agreeing that it's worth managers' time to develop and improve their management skillset.



Leaders



Managers



Individual Contributors



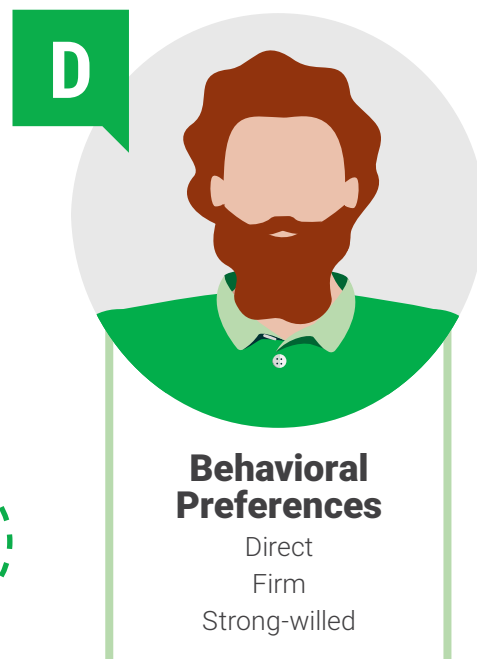
**Last, the skills that make a “good” manager and contribute to their effectiveness are more relational in nature.** When our survey respondents were asked to provide one word that describes a good manager, they used words like supportive, leader, trust, and care. Furthermore, when respondents were asked to select the top management skills necessary for an effective manager, all were the more relational aspects of the job with 57% putting **communication** at the top, followed by **developing others** (37%), and **motivating others** (30%).

# Improving Each Manager's Effectiveness

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**The Great Resignation is a major problem for organizations.** But it's possible that focusing on the manager/employee relationship, and ensuring each manager has the skills they need to adapt their approach to each of their direct reports, could have a massive impact on retention, engagement, and ultimately performance. Management, like any other human element in the workplace, is not a one-size-fits-all discipline. Each manager has a distinct set of strengths, stressors, hidden assumptions, and blind spots they bring to their management practice—all of which are shaped by a lifetime of social and emotional experiences. Here, we use a simple yet powerful personality model—the **DiSC® model**—to uncover some of the hidden assumptions each management style brings to work, the impact they have on their teams, and actionable strategies to help each management style rethink their role.

# D-style Managers



## Assumptions That Can Get Them in Trouble

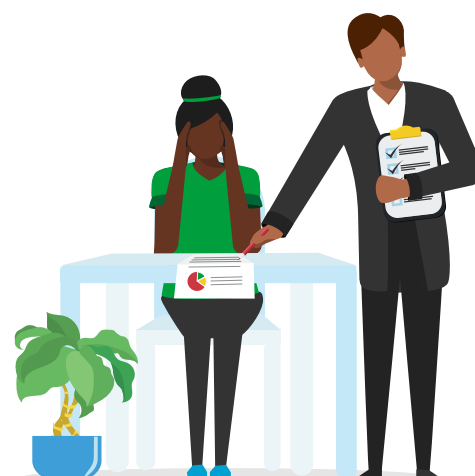
Even if we'd never say them out loud, we all have unconscious assumptions that sometimes get us into trouble. Here are some common ones that **D-style managers** sometimes make.

- **I'm the manager**—people need to adapt to me
- Praise should be used very **sparingly**
- **I don't need to be tactful** if I'm being honest
- **I can't show weakness** or vulnerability
- People are getting paid—**they don't need morale building**
- **I'm the best suited** to make most decisions
- It's fine to use a little **intimidation** to get things done
- People who need emotional support are **expecting coddling**
- I should be the one in **control**
- If we get **results**, that's what matters
- Everyone should be as **driven** as I am
- I'm the manager—**it's okay if I lose my temper**
- **I can't slow down**



## Unintended Consequences for Their Team

- We're **burned out**
- We **don't dare challenge** the boss
- We **don't take risks** to innovate
- We **waste energy** covering our butts
- We **hide our mistakes**
- We **don't trust** the organization



## Helping Your D-style Managers Rethink Their Role

A key to developing these managers is helping them truly appreciate the value of empathy in leadership. By understanding other perspectives, they see that not everyone shares their sense of urgency and that they can often get better results in the end by showing compassion in the moment.

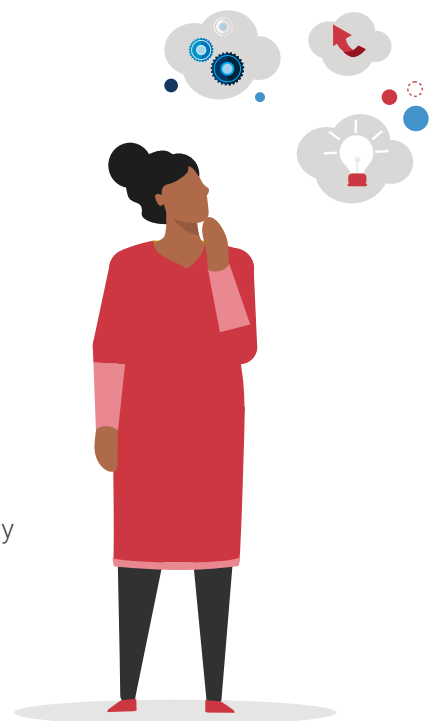
# i-style Managers



## Assumptions That Can Get Them in Trouble

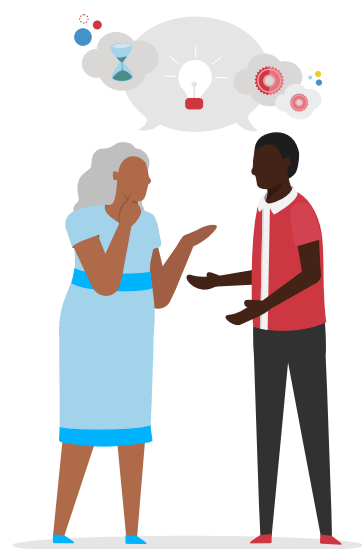
Even if we'd never say them out loud, we all have unconscious assumptions that sometimes get us into trouble. Here are some common ones that **i-style managers** sometimes make.

- **Most people are fine** improvising
- People who are quiet and reserved **need to be brought out of their shell**
- **I have to express my feelings** when I have them
- If someone shows confidence, **they're probably competent**
- I need to **fill the silence** to **keep things upbeat**
- The team should **keep things positive, all the time**
- I shouldn't jeopardize **my popularity**
- **It's okay to build up excitement for an idea**, even if it's only a vague possibility
- **Showing my enthusiasm** will get everyone excited
- **Everyone should assume the best**, like I do
- **It's better to move on** than dig into problems
- Everyone **craves excitement**
- If I give **critical feedback**, our relationship will **never recover**



## Unintended Consequences for Their Team

- We **don't have the stability** we need
- We **move too fast** and quality suffers
- There's a lot of **big talk that goes nowhere**
- Problems get **glossed over**
- Work feels **chaotic**
- Some of us **don't have the space** we need to do our work



## Helping Your **i-style Managers** Rethink Their Role

One of the core insights that helps these managers is realizing just how much more stability, predictability, or control others might need compared to them. By understanding other perspectives, they see that not everyone shares their comfort with improvisation or emotional expression and that sometimes they'll need to take a more task-oriented or tough-minded approach.

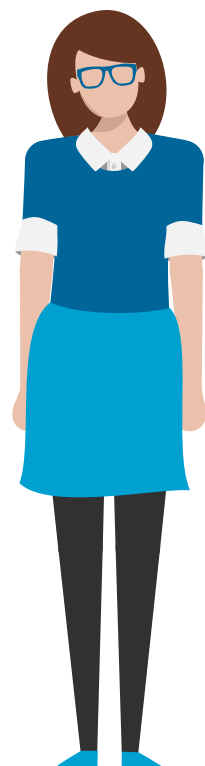
# S-style Managers



## Assumptions That Can Get Them in Trouble

Even if we'd never say them out loud, we all have unconscious assumptions that sometimes get us into trouble. Here are some common ones that **S-style managers** sometimes make.

- It's my job to **keep my team happy** at all times
- I shouldn't **upset people**
- It's rude to be **too assertive**
- If there is uncertainty, **inaction is the best course**
- If people are sorry, there **don't need to be any other consequences**
- Direct, critical feedback should only be a **last resort**
- It's better to **give people what they want** than to keep fighting
- **Slow and steady is better** than unpredictability
- I shouldn't **inconvenience** other people
- **My needs are less important** than other people's
- I shouldn't **push people** to push themselves
- I should always **give people the benefit of the doubt**
- I need **buy-in from everyone** before I finalize a decision



## Unintended Consequences for Their Team

- **Problematic behavior** doesn't get called out
- **We don't get the resources we need** from upper management
- There's **no sense of urgency**
- We **don't get the feedback** we need to grow
- There's **no support** for big changes
- Decisions **take way too long**



## Helping Your S-style Managers Rethink Their Role

These managers grow as they start to appreciate that sometimes they'll actually have to invite tension and instability into their world. By understanding other perspectives, they see that not everyone shares their need for harmony and that the long-term well-being of their team often depends on allowing a little short-term messiness.

# C-style Managers



## Assumptions That Can Get Them in Trouble

Even if we'd never say them out loud, we all have unconscious assumptions that sometimes get us into trouble. Here are some common ones that **C-style managers** sometimes make.

- If I make a mistake, **I'll lose my credibility**
- If people haven't gotten negative feedback, **they will assume they're doing a good job**
- We **need all of the information** before we make a big decision
- It's **undignified to show intense or tender emotions** at work
- Time spent relationship building is **largely frivolous**
- My judgment is **completely objective and unbiased** because I use logic
- **Emotions have no place** in decision making
- There's **one best way** of doing things
- If my feedback is objective and fair, **I don't need to cater to people's feelings**
- I need to **consider all of the variables** before I decide
- You should **keep emotions to yourself**
- If I make a bad decision for the group, **it will never be forgotten**
- I've thought this through and **there's no better way to see it**



## Unintended Consequences for Their Team

- We get **bogged down in over-analysis**
- There's a **lack of shared excitement** for our work
- We **don't** feel like **our hard work is appreciated**
- We **miss opportunities** because we're too cautious
- Our processes are **too rigid**
- We **don't feel connected** to our teammates



## Helping Your C-style Managers Rethink Their Role

These managers often need help appreciating that to grow as a leader, they'll need to embrace the humanity of their direct reports on a deeper level. By understanding other perspectives, they see that the people they manage often need praise, excitement, optimism, camaraderie, or risk-taking at a much greater level than they do.





# Help Managers Adapt Their Approach and Keep Their People

**Everything DiSC® Management** on the all-new Catalyst™ platform prepares anyone in a management role to successfully engage, motivate, and develop their people. It combines DiSC® with personalized management insights to help learners adapt their approach to each direct report, improving their management effectiveness in real-time. Learners will:

- Discover their DiSC management style
- Explore strategies for effective directing and delegating
- Learn to create motivating environments
- Deepen their ability to develop others based on each individual's potential
- Improve their working relationship with their own manager

The result is a culture of great managers who bring out the best in their people—and themselves.

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