



### Productive Leaders

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### The exit interview is way too late



Unless all of your employees are seasonal workers (life guards, ski instructors, retail support during Christmas, all considered *seasonal unemployment* when they lose their jobs) turnover can be costly and unexpected.

When one of your employees starts sending out resumes and actively looking for employment elsewhere, it may be too late to try to convince them to stay. The workplace mirrors the dating world in this regard – when you start hanging out in bars looking to meet new people, your current relationship is probably in jeopardy. Clearly, there are aspects of your life that are not being fulfilled in the current situation, whether at work or in your personal life, if you are shopping around.

As a manager, part of your job is to train your people to move onward and upward, to get another position of advanced responsibility, and to be competitive when they do land that better job. I always felt that if my organization could not promote people to their highest

### Mary's Updates

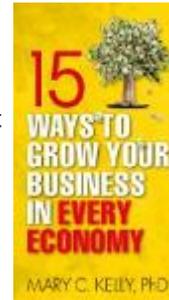


My latest article is now being featured in the June issue of *Colorado Municipalities Magazine*.

The magazine is normally for their members only, but they kindly gave me a permission to share my article with you on my site. Please check it out [here](#)... They did a wonderful job putting this together for me, and I am excited to see them in Vail!

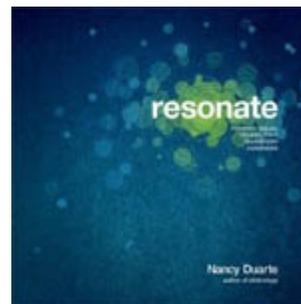
Just last month, Amazon [announced](#),

"Amazon.com customers are now purchasing more Kindle books than all print books - hardcover and paperback - combined." Wow.



Well, I'm thrilled to let you know that my *15 Ways to Grow Your Business in Every Economy* is now available as an ebook for those of you who love ebooks! Get your copy at [Amazon](#) (in Kindle format) or on [my website](#) (in pdf).

### Mary's Book of the Month



[Resonate: Present Visual Stories that Transform Audiences](#)  
by Nancy Duarte

*Resonate* by Nancy Duarte is about making fantastic connections with audiences by adjusting to their frequencies, or what is important to them at the time.

potential, then it was part of my responsibility to develop those people to assume the next higher rung on the corporate ladder, even if that next job is at another organization.

I know companies who openly told some of their most talented, loyal, and valuable employees that those employees had progressed as far as they can go, and that even if they remained with the company another 30 years, there were no promotion options available. They are stuck where they are. Management may have been trying to explain reality in a burst of honesty, but it was demotivating to the workers.

Some workers simply become obsolete. Sadly, few companies make typewriters anymore. Those people who made those typewriter keys are considered *structurally unemployed*. The demand for their products diminished, so they simply have no jobs. If these people don't get retrained, they will be unemployed for a long time.

*Cyclical unemployment* happens in concurrence with the business cycle. As the economy prospers, more jobs are created. When the economy falters, jobs are lost as businesses try to reduce their costs by firing workers.

*Frictional unemployment* is the natural, balanced state of unemployment. Your spouse moves so you leave your job, you find another job somewhere else, you and your boss don't get along, or you get an advanced degree and you find another job, etc. These are all examples of frictional unemployment.

As a manager this is the unemployment type that most depends on you. People generally get into a job because they enjoy the work. The compensation was obviously acceptable because they accepted the job in the first place. The working hours are probably fine, and the benefits are okay.

*No, people don't quit jobs; they quit bosses.* People leave because they feel unappreciated, ignored, disparaged, frustrated, angered, or any combination of negative emotions.

Because this is the number one reason people quit, they are unlikely to reveal their true reasons for leaving in an exit interview. Exit interviews generally do not yield good data on why employees depart.

Worse, even when senior leadership recognizes there is a problem at the lower level because of high turnover, they may not feel compelled to take action. I observed an organization that lost 80% of their upper level managers in less than 6 months. Top leadership didn't see why this was a problem, and continued to ignore the loss of talent. The problem was exceedingly bad leadership of a new top manager, and the

Anyone who speaks to audiences or makes presentations at high levels can benefit from some of Duarte's insights on creating captivating content, crafting ideas that get repeated, and inspire enthusiasm and support for your vision.

### Twitter and Social Media

Using LinkedIn: Make it easy for people to find and connect with you on LinkedIn by adding your email address to your last name. For someone to connect to you without directly knowing you, they need your first and last name, as well as a valid email address. So in your LinkedIn communications, include your email.



[To see what Mary is saying on Twitter, click here.](#)



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Mary Kelly



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### Pet Tip:



Giving your pet a bath is a good way to have a cleaner pet as well as a good opportunity to check their skin for lumps, bumps, abrasions, and other abnormalities. During the summer, more pets play outside, and the chances of getting scratched or bitten rises.

Thank You for Reading

really talented people had other options. *Your most talented people ALWAYS have other options.*

If you know your people are shopping around, either help them find new jobs because that is good for them, or find out why they are leaving, because that is good for the company.

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Please do so by visiting my [blog](#)!*



Please feel free to [contact me](#). I'd love to hear from you!

*Mary C. Kelly*

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*Would you like to use any of these articles in your newsletter or website? You can, as long as you include this at the end: With over twenty years of leadership experience and a diverse background leading teams in the U.S. and abroad, Dr. Mary Kelly makes leadership a reality for all levels of an organization. Register for her free newsletters at [www.ProductiveLeaders.com](http://www.ProductiveLeaders.com)*

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