Motivating Employees in the Age of Quiet Quitting

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Topics to Discuss

- Defining "Quiet Quitting" / Quiet Firing

- Engagement Data

- Business Case for Retaining Talent / Motivation

- An on-going cycle…A consistent plan

Quiet Quitting / Quiet Firing

- **"Quiet Quitting has become a buzzword...started on TikTok?**
-- Now in mainstream news such as Wall Street Journal and Bloomberg

- **Hot button issue...response based on who defines it**
-- Boundary Balancing (reduce overextending / OT / late meetings)
-- Bare minimum effort...taking advantage of short labor market

- https://www.theatlantic.com/newsletters/archive/2022/09/quiet-quitting-trend-employee-disengagement/671436/

Quiet Quitting / Quiet Firing

- Quiet Quitting is not new…

- Remember George Costanza? (Seinfeld TV show)

This is not new!!

Quiet Firing

- **Quiet Firing – Less publicized passive aggressive cousin**

- **Duties are slowly / subtly withdrawn without discussion**
  - *Left out of important meetings or off email messages*
  - *Effort to have employee quit without having to fire*
  - *Lack of promotion / recognition*

- **Avoids counseling / communicating / HR action**

  - https://www.mindtools.com/blog/quiet-firing-the-dark-side-of-quiet-quitting/

Quiet Firing

- **<u>Repercussions:</u>**

  - Damages morale / trust of those remaining

  - Leaders are not learning / growing

  - Reputation within professional circles / future hires

  - It may not work (left with a disengaged employee)

https://www.4cornerresources.com/blog/what-is-quiet-firing/

Are employees less engaged?

- 2018 Gallup Poll – 34% engaged… 53% not engaged
- 2022 Gallup Poll – 34% engaged… 53% not engaged

- Not new but not to be ignored
-- The Great Resignation – 4 Million per month
-- *Only 25% of employers have an active engagement strategy*

- https://techjury.net/blog/employee-engagement-statistics/
- https://news.gallup.com/poll/241649/employee-engagement-rise.aspx

Take Care of the Team First

"Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients."

— Sir Richard Branson, Founder / CEO Virgin Group

Take Care of the Team First

- **Priority?**
- The patient is why we are here…but

    Low engagement = Lackluster patient safety

- Patient Safety measures continue to decline

- Must be intentional and relate engagement/pt satisfaction/safety

Making A Business Case for Engagement

- Companies that rank amongst the top 20% in engagement rate experience a 59% reduction in employee turnover. (Forbes)

- High employee engagement equals 89% greater customer satisfaction.

- 41% less absenteeism

- Companies with high engagement are 21% more profitable

- https://techjury.net/blog/employee-engagement-statistics/

Start at the Beginning

- **<u>Motivation/Engagement efforts starts as the team members does</u>**

Hiring Process (set the tone for employment)
   * **Timing and follow up**
      -- Set timelines with candidates and meet them

   * **Accountability**
      -- Hiring authority / HR have timelines once interviews start

Start at the Beginning

On-boarding

    * Checklists / orientation / training (organized & consistent)

    * Items to be completed by email?

    * Workspace ready?

    * Intentional follow up – on the calendar / checklist

Successful Team Members

- **Evaluation / progress**
  -- 90 day eval starts day 1

- **Regular communication / Feedback**
  -- Its not just for evaluations anymore!!
  -- Use eval form quarterly / six months

- <u>**YES, Its takes time!!**</u> There are no quick easy solutions

Successful Team Members

- **Gather information**

-- Employee Survey, Walk about, attend staff meetings

- **Act on the Information**

-- Use the information to make changes

- **Communicate, Communicate, Communicate & act (or not)**

-- The team must know they have been heard

Communicating to the Team

- Communicate through multiple channels
  -- Info gathered will provide the channels
  -- Email...mandatory checks (daily/weekly?)
  -- Newsletters / townhalls / etc

- No important message is stated once

The Team is First

- *Internal messages prior to external release*

  -- Announcements on most issues should be made internally first

  -- Prior to social media / news release

  *Physician / Executive hires
  *Service line changes

Training vs. Budget

- 94% of workers below 35 years old stay longer for training

  -- Cost more to replace or train?

  -- Be resourceful…look for low cost / free training
- ACHE, HFMA, Hospital Association

- -- Make the time…schedule monthly or quarterly (part of plan)

- https://www.cnbc.com/2019/02/27/94percent-of-employees-would-stay-at-a-company-for-this-one-reason.html

Virtual / Hybrid Teams

- Microsoft study on productivity

  -- 87% of surveyed workers say they are productive at work.

  -- 12% of leaders are fully confident employees are productive.

- https://www.geekwire.com/2022/productivity-paranoia-microsoft-study-of-corporate-workplaces-finds-big-disconnect-in-hybrid-work/

Virtual / Hybrid Teams

- Be very thoughtful about what is virtual

  -- Measure outcomes vs hours worked (see communication)

  -- Set expectations for response to email, text, calls

  -- Perceived lack of trust...*it's a morale killer*

On-going Efforts

- Never ending cycle

- Becomes ingrained in leaders

- Use data to measure efforts

On-Going Cycle

- **Employee engagement stats reveal that employees are 4.6 times more likely to feel empowered to perform their best job if they are given assurances that their opinion counts.**

- Engagement = Motivation = profit / patient safety

- Evaluations…what do we measure? Is it only once per year?

- Are we coaching/communicating what we evaluate?

Review

- Defining "Quiet Quitting" / Quiet Firing

- Engagement Data

- Business Case for Retaining Talent / Motivation

- On-going cycle...A consistent plan

Actions Matter

- LSU vs Alabama

- Brian Kelly – 1st year Head Coach at LSU

- 2 point converstion in OT

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reread this

https://www.geekwire.com/2022/productivity-paranoia-microsoft-study-of-corporate-workplaces-finds-big-disconnect-in-hybrid-work/

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