

TRAIN TO
RETAIN:



A HUMAN RESOURCE
LEADER'S GUIDE TO
RETAINING NEW MANAGERS



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COACHING

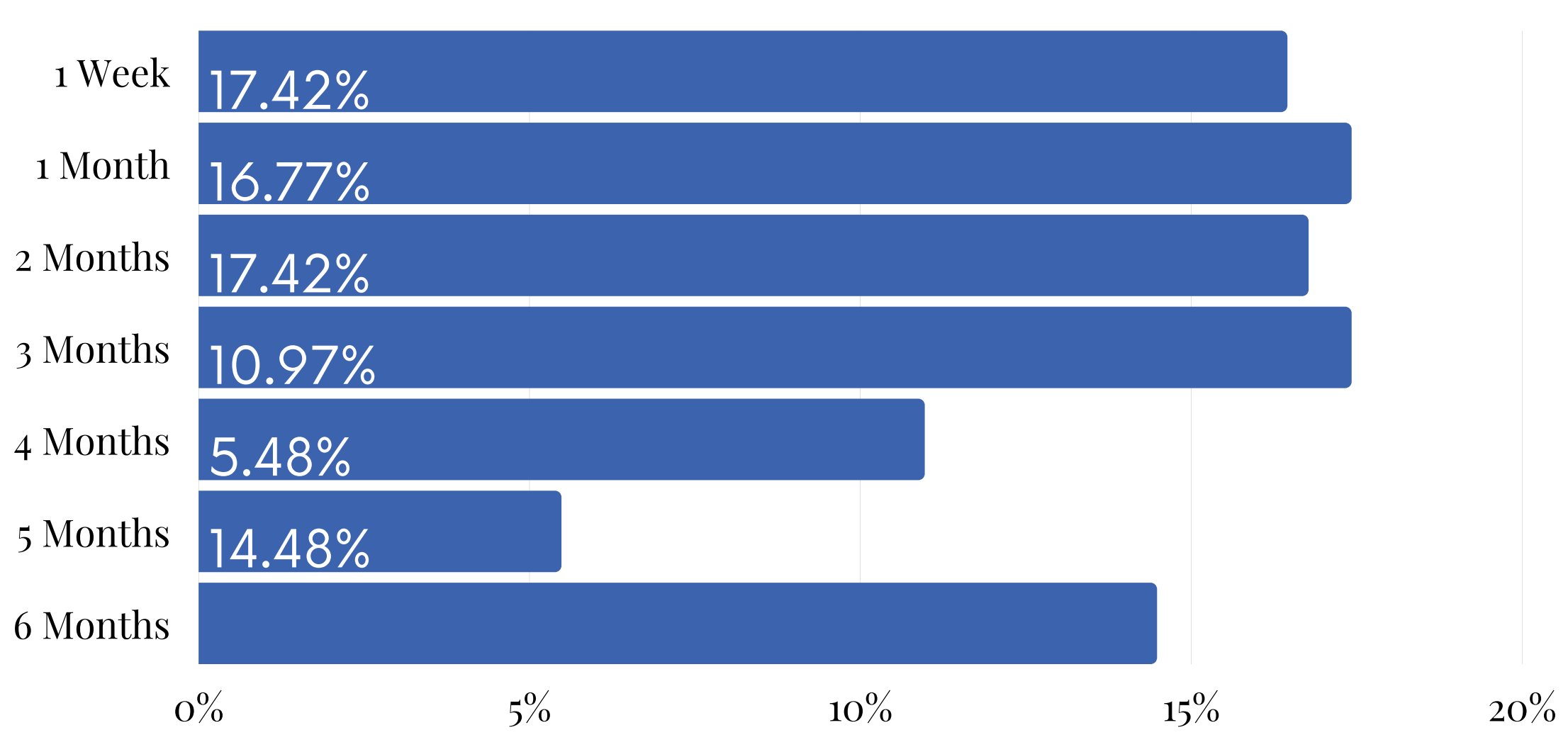


The Biggest Game of Talent Musical Chairs of our Time

From the great resignation to quiet quitting, HR leaders are navigating a post - covid era where retention of employees is the goal. According to LinkedIn's 2023 Workplace Learning Report, **93% of organizations are concerned about employee retention.** A recent study done by the HR software provider, BambooHR, demonstrates new hires are leaving companies within the first six months at an alarming rate (Schwantes par.2).

Retaining employees has always been on everyone's mind, particularly on the minds of HR leaders. Due to the complex issue of retention in a post-covid era, we think it is useful to identify some strategies to support retention, specifically for one employee group: new managers. According to a survey conducted by Gartner, 60% of managers said that their top priority in 2023 is leader and manager effectiveness.

People who left their job within:





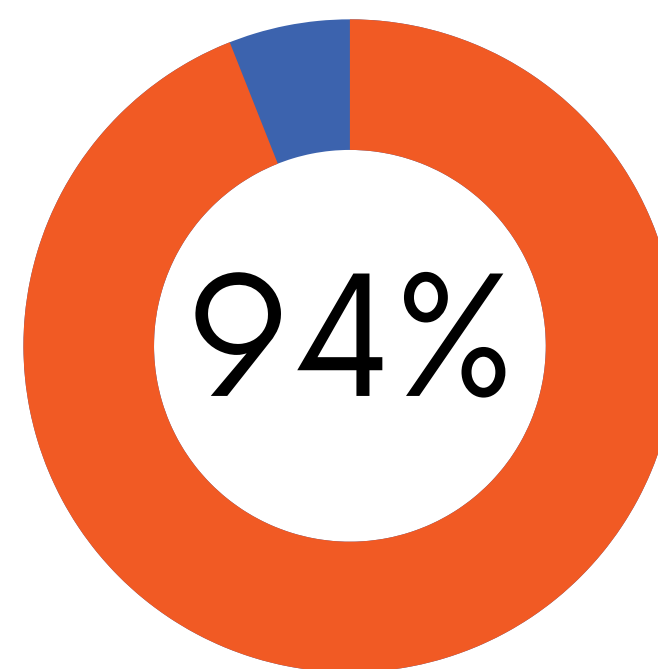
Training New Managers Benefits All

Despite multiple factors contributing to the retention landscape, organizations that focus on supporting new managers as they move into a new level of leadership experience a market advantage. With a lack of support, new managers experience high levels of stress and burnout. This directly affects the organization by creating development gaps, which can lead to new managers abandoning their roles, costing time and money in the search for replacements.

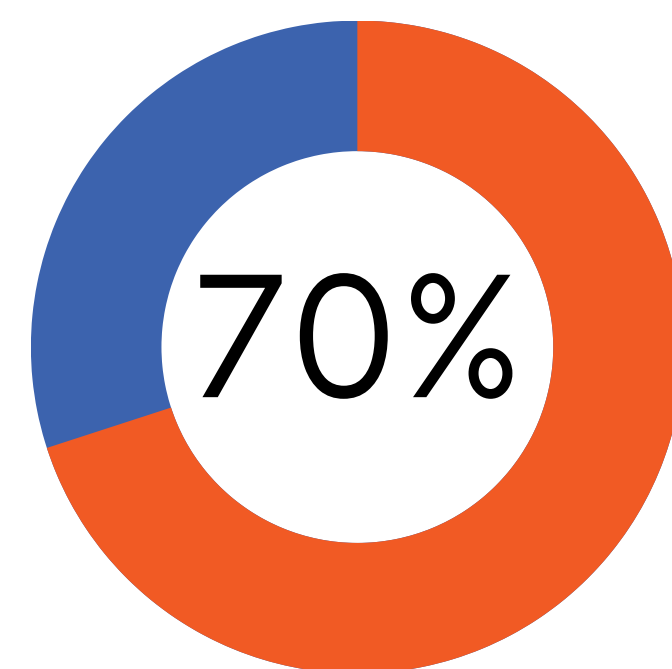
Chief Learning Officer at Grovo, Summer Salomonsen, confirms all new managers need training and development to reach their full potential. “Management is a skill like any other, that can be broken down into specific habits and behaviours that lead to exceptional performance,” Salomonsen says training should be adjusted to identify skills employees need (O’Donnell par. 15.).

Training increases retention rates, which saves the organization from decreased sales, productivity, morale, and reduces costs associated with handling employee turnover. Providing learning opportunities is the number one way that businesses are seeking to improve retention (LinkedIn Learning Report 2023, pg 22).

According to the 2019 annual report from LinkedIn and The Lorman Blog, 94% of employees said they would stay at an organization longer if it invested in their learning and development, and 70% of employees would leave their current job to work for an organization investing in employee development and learning.



Would stay longer if the organization invested in learning and development



Would quit their job to work for an organization invested in learning and development

The importance of providing new managers with the support and training they need has increased during the last year according to one study that shows leadership, training, assessments, and feedback were reduced by 9 – 14% due to the pandemic (Neal 32).



The Top Five Career Limiting Behaviours of New Managers

We have identified the top five limiting behaviours of new managers to understand where they may be going off track as they move into their next level of leadership. When adequate training and development is not provided, new managers are at high risk for demonstrating limiting behaviors and sabotaging themselves in their new role. The following gaps have been summarized based on client experiences and multiple sources of research:

1. New managers that are not confidently connected to their leadership identity (values, strengths, weaknesses, vision) may lack the self-awareness to lead effectively.
2. New managers don't always know how to optimize relationships — in particular, they often miss the opportunity to effectively engage with their direct leaders.
3. New managers may lack vital communication skills — especially the ability to set clear expectations and give feedback to their direct reports.

4. New managers don't prioritize the intentional act of reflection and often miss the opportunity to think strategically and deal with emergent issues.
5. New managers don't often set measurable goals that are aligned with the organization's strategy.

These behaviours can be devastating for a manager's initial experience and can lead them to failure and departure from the role in the organization. Research shows that success or failure within the first few months of a new management role is often an accurate predictor of ultimate success (Tarello par.2).

The risk of failing is minimized with proper onboarding, support, and training opportunities. With good tools, new managers will succeed in their next level of leadership which impacts retention positively.

Self-Leadership Training is the Starting Point for Supporting New Managers

Managers who can effectively lead themselves and foremost play a big role in hybrid work environments. Dr. Michelle Browning explains why self-leadership is important in her 2018 journal article, “Self-leadership includes self-awareness, setting goals for self, honoring self, actively rejecting pessimism, and being the change you want to see in the world.”

Self-Leadership is a foundational component of any new manager training and development program for **three** main reasons:

1. Hybrid and remote work requires new managers to be self-starters who can effectively set priorities, take initiative, and solve problems.

“The significance of self-leadership is this: Empowerment is a concept; self-leadership is what makes it work,” Dr. Drea Zigarmi explains empowerment will not work “and is meaningless without self-leaders – people who possess the ability, energy, and determination to accept responsibility for success in their work-related role.”



2. Organizations with self-aware leaders outperform those with blind spots and lower self-awareness.

A Korn Ferry study found that Individuals working in poorly performing companies were 79% more likely to have lower self-awareness than those at companies with a higher rate of return. This demonstrates that a leader’s self-awareness not only plays a large role in their improvement and satisfaction but in the organization’s performance as well.



3. Self-aware leaders encourage high-performing teams by building cultures of psychological safety.

Tasha Eurich in her book *Insight* shows leaders how to develop their internal and external self-awareness skills. She outlines research that finds that self-aware people make better decisions, experience stronger relationships, and ultimately are more fulfilled in their work and lives. Eurich also mentions how organizations can help their leaders develop self-awareness to create a culture of psychological safety.

In Google’s famous research on teams called *Project Aristotle*, they found that the presence of psychological safety on a team was the single most important factor in their ability to perform well. In other words, for teams to work well together, team members must feel comfortable enough to be themselves.



Training Solutions Designed to Develop and Retain Your New Managers



Learn how your organization can experience higher rates of retention by providing the training, structure and support to help your new managers achieve success in their new roles. Our highly customizable training programs are designed to provide your new managers with the foundational skills to effectively lead themselves, lead their teams and lead the organization.

Connect with us today and learn more about how we can support your organization to develop and retain your new managers.



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