



Tough Situations: Tougher

SITUATION:

You supervise someone who is a valued employee. He/she has told you that he/she is considering an offer to leave for another job.

YOUR MISSION:

Cause him/her to understand his/her options.

WHAT YOU SHOULD DO OR SAY:

“You’re doing a great job here with us. We appreciate the work you do. I would like to discuss it with you. Can we sit down sometime soon and talk about it?”

Together you should use Chart 1 as a guide to begin your discussion with him/her.

“Let’s talk about the positive things you like about working here with us, as well as those things you think would be positive with the other offer. I’ve got a chart here we can use to think through it. Let’s work through it together.”

Here’s an example you can use to get an idea of how to use Chart 1.

Example, Chart 1

What's positive/good about my current job/position:	What's positive/good about the new job/position:
<ul style="list-style-type: none">√ I work in a safe environment√ The company tuition assistance program for college√ My pay seems to match the value I deliver to the company√ The work is challenging and it's always different, which I like.√ My chain of command listens when I make suggestions	<ul style="list-style-type: none">√ I get an increase in salary√ More responsibility√ Good health plan√ Travel opportunities√ Safe work environment√ Flexible work hours

Chart 1

What's positive/good about my current job/position:	What's positive/good about the new job/position:

“Before we go further, let’s take a look at what’s not so good about the job you have now, and the job you’re considering taking.”

Together you should use Chart 2 as a guide to continue your discussion with him/her.

Here's an example you can use to get an idea of how to use Chart 2.

Example, Chart 2

What's not good about my current job/position:	What's not good (or what I'm not sure) about the new job/position:
<p>√ Priorities change too frequently here. It's hard to stay focused on one task.</p> <p>√ Policies are unclear</p> <p>√ The company</p> <p>√ My coworkers seem envious of me. Whenever I get recognized for doing a good job, they give me a hard time about it.</p> <p>√ I'm not sure how to get promoted here. I think I've done enough to be promoted but haven't been selected.</p>	<p>√ The travel requirements would mean I have to be away from home a lot.</p> <p>√ I'm not sure about my coworkers. I haven't yet met them.</p> <p>√ My new boss is new to the position himself and has never supervised people before. I'm not sure what kind of leader he will be.</p> <p>√ The company is new so I don't know how committed they are for the long haul.</p>

Chart 2

What's not good about my current job/position:	What's not good (or what I'm not sure) about the new job/position:

Once you've completed Charts 1 and 2, consider asking these questions:

"What, if it changed, would keep you employed here?"

"Rank order from 1-5, with 1 being the most important, these job qualities that are important to you: Job Security, Safe Working Conditions, Pay/Benefits, Potential for Promotion, Challenging Work."

Remember your mission in this situation. Primarily, it is to make sure he/she knows what his/her options are and understands them. You can help them accomplish this. You may want him/her to think about it. Consider asking him/her the following questions:

"Let me ask you to think about all of the things we discussed. I want to make sure you fully understand, as much as is possible, what you'd be leaving here as well as going to in a new position with a different company. I'm available whenever you want to discuss it further."

WHY IT WILL WORK:

Going through thinking exercises like those in Charts 1 and 2 helps people consider a job offer more objectively than simply basing a decision on only one or two factors. Initially, many people are attracted by a job offer that represents even a slight increase in pay but a significant amount of research points to many possible reasons why people remain in and why they leave a job, pay being only one of them.

Special Note: If someone tells you they're considering leaving because the job offer would represent a pay increase, unless the increase is in the double digits (10% or more), it's very possible that he/she is not being honest with him/herself or you. People may take a job for the pay, but they leave a job for other reasons, most of which don't have anything to do with pay.