A LEADER PEOPLE DON'T WANT TO LEAVE

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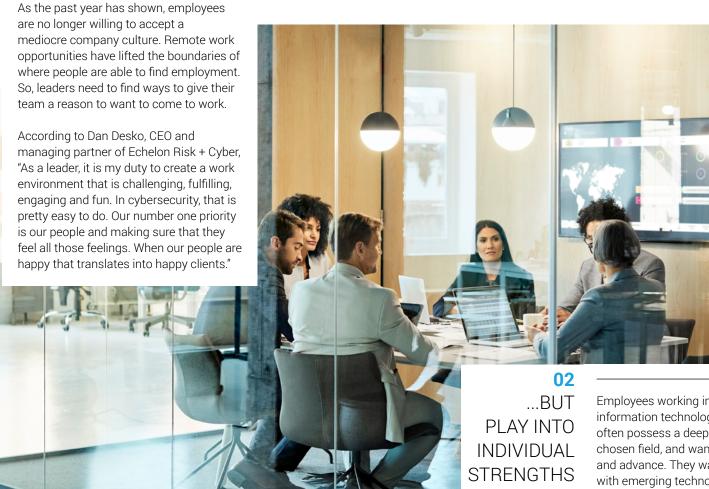## IF THERE'S ONE THING THE GREAT RESIGNATION HAS TAUGHT US...

...it's that employees are not afraid to leave a company if their needs aren't being met.

"COVID has been a watershed moment for many people in terms of clarifying their values," said Todd Weinman, president of search firm The Weinman Group. "It isn't just that people want to work from home—they also want to work more on their terms."

And it starts at the top. According to Gallup, 70% of a team's engagement depends on the manager.[1] So it should come as no surprise that the same poll also found teams with great managers see 27% more revenue per employee.[2] Here's some insight on how to be a leader people want to follow.

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01
FOCUS ON COMPANY CULTURE...

As the past year has shown, employees are no longer willing to accept a mediocre company culture. Remote work opportunities have lifted the boundaries of where people are able to find employment. So, leaders need to find ways to give their team a reason to want to come to work.

According to Dan Desko, CEO and managing partner of Echelon Risk + Cyber, "As a leader, it is my duty to create a work environment that is challenging, fulfilling, engaging and fun. In cybersecurity, that is pretty easy to do. Our number one priority is our people and making sure that they feel all those feelings. When our people are happy that translates into happy clients."

02
...BUT PLAY INTO INDIVIDUAL STRENGTHS

Employees working in the fields of information technology and cybersecurity often possess a deep passion for their chosen field, and want to continue to grow and advance. They want to keep pace with emerging technology and enhance their skills to stay relevant. It's therefore imperative that managers understand where employees want to go – whether it's a technical or leadership career path – and do their best to support those aspirations with training and education that provides a sense of purpose and direction.

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03

EXPECT AND INSPIRE EXCELLENCE...

Technology supports nearly every business process and customer experience, so it's pivotal for a leader to expect and encourage excellence. Part of that equation includes establishing standards of excellence – holding employees accountable to deliver that level of service to the organization. With that said, a manager also needs to be balanced in not expecting perfection and understanding that technology is a daily juggling act of shifting priorities.

04

...BUT PROVIDE AN INCENTIVE

Rather than micromanage, successful managers will get out of the way and focus on being the strongest advocate for their employees by securing the resources they need to be successful. Investing in the tools and training to ensure that staff are equipped to do their jobs is vital to keeping employees engaged. However, individual and team success should translate into compensation and perks that, at the very least, keep an organization competitive with the market, and hopefully incentivizes employees to stay. Also, more than ever, employees and job candidates are going out of their way to look for employers that make a difference in their communities or make a positive contribution towards a healthier and more sustainable environment.

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05
ESTABLISH GROUND RULES...

Employees want to have a voice, so managers will have more success when they promote a collaborative environment that welcomes new ideas and fresh perspectives.

A certain amount of failure should be welcomed for the greater good of innovating and experimenting.

For this type of environment to succeed, managers need to establish ground rules when it comes to standards of conduct and respecting differences in opinion. Disagreements don't need to become adversarial, and management should set the cultural tone.

06
...BUT RECOGNIZE INDIVIDUAL ACCOMPLISHMENTS

Recognition is an increasingly important facet of employee engagement and retention. Employees invest a great deal of time and energy to ensure an organization can achieve its goals. Sometimes it involves putting in extra hours or going above and beyond the job description. It's vital for managers to carve out the time to recognize individual accomplishments. Recognition doesn't need to be extravagant and could be as simple as a hand-written note along with a gift card. Just taking a few minutes to make someone feel appreciated has a tremendous impact on engagement and employee morale.

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07

ENCOURAGE PROFESSIONAL INTERESTS...

When team members know their leaders are invested in their interests, passions and strengths, they are less likely to look elsewhere for professional growth – leaders are more likely to retain top talent, even in the midst of the Great Resignation. "If a system administrator has knowledge in AI, create space for them to practice what they know even if that function doesn't formally exist," said ISACA Board Director Veronica Rose.

08

...BUT APPRECIATE AUTHENTICITY

Great leaders recognize their team members are real people that lead full, rich lives – and those outside activities and differing opinions can bring a lot of value to their organizations. "Allow diverse thinking to prevail, encourage collaboration, and emphasize fresh thinking and creativity," said Rose.

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