



Being a Better Boss

Improving employee retention through leadership

by Weld McIlvain



Thank You RAMPMD

Your Speaker

- Weld McIlvain
- 30 years in manufacturing
- 20 years in leadership
- Delivered meaningful cultural change in multiple businesses and industries
 - As an owner and an employee
 - With union and at-will employees
- Loves leadership and manufacturing and wants you to be successful in both

Leadership and Retention

- Why employee retention matters
- Why leadership matters
- Why employees stay

*Note: No tips, tricks, or psychology hacks.
Also, no acronyms.

Why Retention Matters

- New employees are the worst
 - Orientation and onboarding
 - Skills and IT training
 - Culture and interpersonal behavior training
- Old employees have so much value
 - Familiarity with everything
 - Organizational memory
 - Established relationships with customers and vendors
 - Capacity for additional roles and responsibilities
 - Even the “bad” ones have more training than a new one

Why Leadership Matters

**Employees don't quit companies.
They quit managers.**

35% cite "feeling disrespected" as a major reason for leaving a job

37% cite "low pay" as a major reason for leaving a job

- I don't get paid enough for this #\$\$%@
- VS
- I can't believe I get paid for this!

*Data from 2022 Pew Research Center Poll of workers who had recently changed jobs

Why Employees Stay

- They feel respected
 - They believe that their contribution is valuable AND appreciated
- They believe their boss is competent AND cares for them
- They believe they are growing
 - Role, rank, title
 - Skills and credentials
- They feel safe

So What's the Problem?

- Promoting from within
 - Technical proficiency VS managerial proficiency
 - Failure to train
- Measuring the wrong things
 - Employee output is not manager output
- The result is bad bosses
 - Micromanaging
 - Burn out
 - Overwhelm
 - Bossiness

What's the Solution? Being a Better Boss.

- Remember why people stay?
 - Respect – Feel valued and appreciated
 - Competence and Caring – Frequent, honest communication and Follow-through
 - Growth – Help employees track growth
 - Safety – Consistent and fair

Respect

- The employee feels valuable and appreciated
- Can your employees explain why their work matters?
- Improving visibility – Help employees see the value they create
- Expressing appreciation – Caution!

Competence

- Definition: The ability to do something effectively and efficiently
- Communication: Be prompt and honest
- Follow Through!



Growth

- Feelings and “Reality”
- Scoreboards that work
- Not all growth is work-related
- Value is in the eye of the beholder

Safety

“People don’t leave because they feel unsafe around the equipment. They leave because they feel unsafe around their boss.”

- Workplace safety is the confidence that you can do your job, speak your mind, try new things and make mistakes without fear of humiliation, retaliation, or neglect.
- Gut check: How do you find out when employees make mistakes?

Care

“People don’t care how much you know until they know how much you care.”

- It’s not about feelings; It’s about investing
- When employees believe their boss cares they:
 - Call out less
 - Work harder
 - Are more loyal
- Care is what separates the good bosses from the best bosses

Being a Better Boss

What can I do right now?

- Are you the right person for the job?
- Humility is the path to virtue –
Talk to your people

What then?

- Follow through



Thank You