



WHY SOME EMPLOYEES QUIT



Scan to review worksheet

Expemo code:
1C4R-E1BA-IXNL



1

Warm up

In pairs, discuss the following questions.

1. What aspects of your job do you enjoy at the moment? Why/why not?
2. What aspects of your job do you not enjoy or enjoy less? Why/why not?
3. Do you think you will still be doing the same job in five years? Why/why not?
4. What reasons could there be in the future which would make you want to leave your current job?





2 Reordering a text

You are going to read the article about the reasons why employees leave their job and what can be done to prevent it. First, read the excerpts from Part 1 of the article you will read. Put them in order from 1 – 9. The first one is done for you.

"Why employees leave and what to do about it" - Part 1

- _____ or simply starting their own freelance **enterprises**. Finding good employees is an expensive and **arduous** task,
- _____ The **well-documented** Great Resignation and the impact of the Covid-19 pandemic has seen greater numbers of workers moving to other companies,
- _____ But how do you know?
- _____ but keeping them can be even more tricky. For managers, building and maintaining close relationships with your team
- _____ is an essential element of the job. Yet, when it comes to leaving, most people **play their cards close to their chest**. The ideal situation is to be able to leave your job
- _____ they have probably been looking for new work and interviewing with **prospective** employers for some time.
- _____ and move straight into another. Most people do not **have the wherewithal** to leave a job and then look for another, especially given that
- _____ | There is a lot of competition around jobs and recently, **the balance has tipped** away from employers and towards employees.
- _____ finding work can often take weeks, or more likely, months. So, by the time one of your team **hands in their notice**,

3 Finding vocabulary

Part A: Now find words or phrases in the introduction which mean the same as the following.

1. _____ (idiom): to change a situation; to give an advantage to someone
2. _____ (adj.): widely discussed and written about
3. _____ (n.): a business or a company
4. _____ (adj.): needing a lot of effort over a period of time
5. _____ (idiom): to keep your intentions a secret
6. _____ (n.): the skill or ability needed to achieve something
7. _____ (idiom): to officially say you are going to leave a job
8. _____ (adj.): expected to be the specified future thing

**Part B: Complete the following questions with the vocabulary that you found.**

1. What kind of situation at work would make you want to _____?
2. What kind of person do you think you have to be to start your own _____?
3. In your career, what has been the most _____ task you have ever done? What made it like that?
4. In your country, whose success in business is the most _____? Why?
5. When you are part of a recruitment process, what can you do to _____ in your favour?
6. Do you think you have _____ to be a CEO of a large company? Why/why not?

Now in pairs, discuss the questions.

4**Focus on vocabulary****Part A: Complete the definitions.**

- | | |
|------------------------------------|---|
| 1. <u>mindful</u> (adj.) | a. involving everything or everyone in a particular situation |
| 2. <u>vocal</u> (adj.) | b. the frequency with which employees leave a company and are replaced by new employees |
| 3. <u>burnout</u> (n.) | c. start an activity or event |
| 4. <u>turnover</u> (n.) | d. being forceful and passionate about the way in which something is spoken about |
| 5. <u>cap</u> (n.) | e. the state of being incredibly tired and not being able to work properly, often due to too much work and stress |
| 6. <u>curb</u> (v.) | f. an upper limit on something |
| 7. <u>instigate</u> (v.) | g. thinking about someone or something when deciding to do a particular action |
| 8. all-en <u>compassing</u> (adj.) | h. put controls or limitations on a particular activity |





Part B: Complete the sentences with the vocabulary from part A. You may need to change the forms of the words.

1. Companies which have embraced work from home policies have generally experienced lower rates of _____, than those who haven't.
2. In recent years, employees have become increasingly _____ about the need for a work-life balance, a situation that was much less common a decade or so previously.
3. As a cost-saving measure, our management is introducing _____ on the amount which can be spent on business travel.
4. In an effort to reduce the amount of time spent working, senior management has _____ a policy preventing managers from sending work-related emails after 6pm.
5. Management is reducing the number of people who have company credit cards in an effort to _____ spending which has been quite high recently.
6. The effect of the Covid-19 pandemic was _____, with everyone having to quickly adapt to remote working, often alongside their families and partners.
7. It's important for modern-day companies to be _____ of the effects that their decisions will have on the environment.
8. Henrietta hasn't taken any time off for over a year and I think she's suffering from _____. I'm going to suggest she take a break for her own benefit.

Now in pairs, discuss the following questions.

1. What subjects are you **vocal** about in your professional and private life?
2. Have you ever experienced **burnout**? What happened? What are the signs that someone is experiencing this?
3. What are you **mindful** of when you make professional decisions and decisions in your private life?
4. What habits do you have that you try to **curb**?
5. Do you put **caps** on the amount you spend at work and in your private life? How do you decide what the limits are?
6. Have you worked for a company that had a lot of **turnover**? What can cause a company to suffer from this in your opinion?

Now quickly skim through the article on page 6 and underline the words from the vocabulary section.



5

Skimming for gist

You are going to read Part 2 of the article about the reasons why employees leave their job and what can be done to prevent it. First, read the following excerpts from Part 2 of the article and match them to gaps a – f. There are more excerpts than gaps.

1. When good work is rewarded publicly and clear incentives to work collaboratively are given, performance significantly improves.
2. A team member becoming more withdrawn and less available for activities not directly related to their job could well be an indicator that they're planning a move.
3. A manager who has a tendency to micro-manage can be a key factor in this.
4. Collecting and analysing the data from these conversations can be the best way to combat future losses.
5. The reasons that employees want to leave a job can be varied and complex and cross the border between personal and professional.
6. The causes of burnout are multiple and complex.
7. Since the pandemic hit, flexibility has increasingly become an issue.
8. You may notice more obvious behaviour too.





"Why employees leave and what to do about it" - Part 2

The most likely signs that someone is about to leave will be given away by, possibly quite small, changes in their behaviour. When people work closely as a team, lunches and social occasions together are not uncommon. (a.) _____ Equally, there may be a drop-off in their motivation. Employees who have always been early and mindful of the starting time of regular meetings may suddenly start to cut their timings a little finer and a little more relaxed about when the workday starts. (b.) _____ When employees have one eye on the door, the workload will seem heavier as their heart is no longer in it and it becomes more of a chore to complete their tasks. As a result, you may notice that they are less willing to volunteer for tasks or don't seem to care as much about making a good impression. They may also become a little more vocal about aspects of the job that bother them, complaining either to you or the other team members with greater frequency.

(c.) _____. A key motive for wanting to switch jobs is when employees don't feel as though their work is valued. A study looking into this had 66% of respondents replying that they would leave if they didn't get any recognition for their work. This percentage climbs even higher with younger workers, with 80% of millennials citing being underappreciated as a reason to exit. Burnout is another massive factor which leads to resignations. A 2017 report found that 95% of HR directors indicated it had a negative impact on their turnover. (d.) _____ Most employees prefer the ability to work from home at least part of the week, with the ability to vary their work hours also having a high priority. Poor mental health has also been a severe factor in workers leaving. Studies in the UK indicated that the cost of replacing employees who had left due to mental health issues had cost employers in the country £8 billion. Long work hours are often the reason behind it, with a survey of 2000 employees showing that this was the main reason for 60% of men wanting to leave. There are multiple other reasons of no lesser importance which make staff leave: poor relationships with the direct or senior management, a corporate culture that alienates, and poor career prospects in that position are all significant factors that have been named.

So, what can be done? In the area of recognition, there have been some successful initiatives by some companies, which had the positive impact of reducing turnover by 31% according to one study. (e.) _____ As far as burnout is concerned, many companies have experimented with no caps on holiday time and some countries have begun to seriously look at four-day weeks with positive results. Another strategy some companies have used is to have mental health counsellors or employees who are openly ready to lend an ear to the woes of staff on site. Curbing work hours and policies of not emailing or making work calls out of hours have also been instigated by some companies in an effort to reduce the all-encompassing pull of work. Still, the best weapon a manager has when someone does leave, is to have a really open and honest conversation with them and be prepared to hear things that may be uncomfortable. (f.) _____

Sources: CNN, Workstars



6 Reading comprehension

Read the following summary and complete the gaps with one, two, or three words from the article.

If an employee is planning to leave, you may observe subtle transformations _____¹. Lower levels of both participation and _____² are likely, indicated by a reluctance to socialise professionally and a reduced concern over time-keeping respectively. There may also be clearer signs such as an increase in complaints and reduced levels of teamwork. Not feeling valued is frequently a reason for employees wanting to leave, with younger staff members feeling this even more keenly. _____³ can also be caused by burnout and the varying mental health factors which create it. Lately, the freedom to _____⁴ has been a major driver in whether or not a company can retain its employees. UK studies revealed that _____⁵, problematic relationships with management, a sense of isolation within the corporate culture and a lack of _____⁶ are all major factors in the decision to leave. A company can minimize the possibility of losing staff by offering incentives and public recognition for good results. Other strategies such as removing limits on holiday time and reduced working weeks have also been used. The introduction of _____⁷ so that employees have someone to talk to when they feel under pressure in an approach adopted by some companies, as well as limiting emails to working hours. However, the best way of discovering why employees move on is still likely to be to communicate in an _____⁸ way before they leave and be prepared to take on criticism.

7 Talking point

In pairs, discuss the following questions.

1. Have you left a job in the past? What were your reasons for leaving?
2. How did your behaviour at work change in the weeks and months leading up to your exit?
3. What could have changed your mind about leaving your previous job?
4. What do you think are the reasons for people leaving the organisation where you work now?
5. Do you think it's a good idea to have people to discuss your mental health with at work? Why/why not? Would you personally take advantage of this service if you were able to use it? Why/why not?
6. If you were a manager faced with someone who was about to leave, what kind of questions would you ask them?
7. What keeps you at your current company? Why have you never felt the need to look for something else?



8 Extended activity/Homework

Write an email to a previous manager to explain why you left.

Consider the following:

- What were your main reasons for leaving?
- At what point did you decide to leave? What caused this?
- What could the company have done to prevent you from leaving?
- What did you personally learn from the experience of working there that will improve your career?

You should:

- Write at least 250 words
- Check your grammar, spelling and punctuation
