



T.M.M

THE MENTORING
MOVEMENT

EXECUTIVE INSIGHT PAPER

**RETAINING TOP TALENT IN
THE ERA OF 'QUIET QUITTING'**

This paper explores the role of emotional intelligence in influential leadership and EQ's impact on team performance, employee engagement, and decision-making in terms of the millennial generation.

About AUTHOR

Sallina Jeffrey has extensive experience across diverse and broad industries with over 26 years of leadership and innovation experience; she advocates for optimising employee experiences through mentorship and human-centric leadership, where leaders lead from their hearts, not just a knowledge-based approach.

EDUCATION

Armed with an MBA and bolstered by her advanced qualifications in leadership, board readiness, technology and entrepreneurship, Sallina has steered The Mentoring Movement (TMM) with a rare acumen. Her deep understanding of the dynamics of employee engagement and the intrinsic value of the employee voice is evident in the mentoring solutions offered by TMM. Furthermore, Sallina's influence isn't restricted to the corridors of The Mentoring Movement.

EMERGING TRENDS IN TECHNOLOGY, ENTREPRENEURSHIP AND MARKETING

Sallina sits on the industry panel for the Australian Institute of Business, having an influential voice on emerging trends in entrepreneurship, marketing, and technology. Sallina was selected to mentor MBA candidates for the Australian Institute of Business, guiding and advising the leaders of tomorrow. Her insights, drawn from this broad spectrum of involvement, are woven into the fabric of The Mentoring Movement's offerings, ensuring they remain relevant, adaptive, and future and forward-focused. Sallina regularly contributes to academic literature on relevant and emerging topics, from cyber-security to generative AI and the future of work.

THE MENTORING MOVEMENT'S IMPACT

At TMM, our commitment isn't just towards offering software but towards shaping the future of organisational dynamics. With a focus on emerging trends and a steadfast dedication to enhancing the employee experience, TMM is positioned as the platform for transformative change. TMM also boasts a unique and one-on-one human-centric leadership coaching program for executive and aspiring leaders. TMM has powered 1.5 million mentoring hours, and we are just getting started.

THE EVOLUTION OF HUMAN RESOURCE MANAGEMENT (HRM)

Brief history

Human Resource Management (HRM) has evolved from merely administrative tasks to strategic initiatives that impact the bottom line.

Talent Imperative

Retaining top-tier talent is not just an HR function but a strategic necessity. Talent directly influences business success metrics, and failing to retain top talent can lead to substantial financial losses.

Cost of Attrition

The cost of attritions sits around \$7.8 trillion US globally. Beyond the immediate financial burden of replacing staff, there's the incalculable cost of lost knowledge, reduced morale, and disruption to ongoing projects.

Purpose of the study

Deloitte serves as the single case study for this research, a global consultancy firm that has taken innovative steps in talent management and one from which many organisations and leaders can gain valuable insights.

The Facts

Retaining top talent and highly engaged employees is fundamental to success in any organisation, regardless of size and industry.

GLOBAL ATTRITION IMPACT

\$7.8 TRILLION

HOURS SPENT WORKING
ACROSS A LIFETIME

81,396

THE PERCENTAGE OF
EMPLOYEES DISENGAGED

79% GLOBALLY

“Unhappy workers cannot be the very soul of our organisations and society.”

THE CASE OF DELOITTE

HR Landscape

With its global presence, Deloitte offers a rich ground for studying HRM practices that potentially set industry benchmarks.

Quiet Quitting

This subtle form of attrition has been affecting industries globally and has manifestations within Deloitte that this white paper will explore; quiet quitting has always played out in organisations and has now famously gained a name.

Talent Retention Strategies

Understanding Deloitte's strategy offers valuable insights for HR professionals and business leaders focused on talent retention strategies, improving the bottom line.

RESEARCH METHODOLOGY

Single Case Study

Opting for a single case study offers depth and nuance to our insights into Deloitte's talent retention methods.

Role of Secondary Data

Valid and reliable secondary data sources are used to fortify the analysis and to offer a comprehensive view.

***We have powered 1.5 million mentoring hours,
and we are just getting started.***

Longitudinal Research

This approach enhances the depth of our findings, providing a more detailed analysis over an extended period.

Data Collection and Analysis

Secondary data, both qualitative and quantitative, are leveraged for a balanced and robust analysis.

REVIEW OF THEORIES AND ANALYTICAL FRAMEWORKS

This section highlights Herzberg's two-factor theory and uses a gap analysis to evaluate employee retention strategies.

Framework

Theory

Gap Analysis

The method compares actual performance against desired outcomes to identify discrepancies and then devises steps to bridge these gaps. It targets areas like strategy, capabilities, and processes (Leonard 2021, AIB 2022).

Herzberg's Two-Factor Theory

Also known as the motivation-hygiene theory, it bifurcates factors affecting an individual's performance: motivators leading to job satisfaction and hygiene elements aiming to sidestep role-related discomforts (Alshmemri, Shahwan-AKI & Maude 2017).

RELEVANT BUSINESS THEORIES

This section delves into Herzberg's two-factor theory and the application of a gap analysis.

Herzberg's Two-Factor Theory

Developed in 1959 by Frederick Herzberg, this theory emphasises two factors influencing job performance: motivational factors leading to satisfaction and hygiene factors focusing on circumventing discomforts in a role (Alshmemri, Shahwan-AKI & Maude 2017).

'Motivating' elements satisfy high-level psychological needs, whereas 'Hygiene' components derive satisfaction from externalities like the work environment (Giancola 2005). Herzberg's theory identifies motivators linked to one's job role and differentiates between elements that genuinely motivate versus those that satisfy employees.

Studies highlight a connection between Herzberg's hygiene factors and retention rates, suggesting that intrinsic motivators substantially mitigate employee turnover. However, newer research suggests material values hold higher importance for younger generations, emphasising hygiene factors when choosing workplaces.

(Gaidai et al. 2017).

Motivating Factors

Achievement

Recognition for Achievement

The Work Itself

Advancement

Possibility of Growth

Hygiene Factors

Company policy

Supervision

Salary

Status

Security

Research continues to evolve around Herzberg's theory, with recent studies exploring its modern implications and connections to other organisational facets.

Analysis, Workforce dynamics, and leadership perspectives

Analysis and Presentation of Findings

An analysis of secondary data identifies factors driving high employee retention and addresses the 'quiet quitter' phenomenon—a comparison of contemporary practices versus millennials' current workplace status. The gap analysis method highlights Deloitte's employee retention strategies and focuses on three best practices: multi-generational workforce, employee voice, and emotionally intelligent leadership.

Multi-generational Workforce

Modern workplaces consist of five generations, each bringing unique attributes.

Flexibility

Millennials prioritise work flexibility, potentially over compensation.

Deloitte's Approach

- Redesigned work week.
- Introduced Place Flex and Digital Experiences (DX) policies.
- Enhanced parental leave benefits.
- Survey outcomes strongly align with Deloitte's flexibility initiatives and employee expectations.

Advocate for Change

Millennials value employers with a genuine commitment to societal and environmental change. Data indicates longer tenure for millennials when their employers actively champion change.

Deloitte's Approach

- Advocacy for revised Australian immigration policies.
- Recognised for gender equality initiatives.
- Proactive in climate leadership.
- Deloitte does what it says and advocates for change. No gap was identified.

The Modern Workplace

The modern workplace is evolving, and millennials, who are now a significant portion of the workforce, have unique expectations. A successful leader in today's age understands, relates, and leverages these expectations to optimise talent and achieve the desired outcomes.

Key Insights on Millennials in the Workplace

Emotional Connectivity

Millennials thrive in environments where leaders model positivity. Respect and trust from leadership directly correlate with their happiness, loyalty, and performance.

Transparency and Communication

Open channels where millennials can express themselves without fear of retribution boost their engagement levels.

Debunking Myths

Contrary to misconceptions, engaged millennials are efficient and take pride in their work. The data does not support the notion that they are disloyal or entitled.

Leadership Expectations

Authenticity in leadership is crucial. Millennials respond well to leaders they can relate to, flat organisational structures, and environments where respect is mutual.

Emotional Cultures Role

Every organisation inherently has an emotional culture. It dictates employee commitment levels, making it imperative for leaders to model desired emotions.

Deloitte's Case: their leadership has underscored the importance of building high trust, which arguably played a role in 75% of employee engagement.

The Technological Landscape and Millennials

The rapid evolution of technology has defined the millennial generation. Their interaction, expectations, and dependency on technology influence their workplace behaviour.

Millennial Tech Traits

Native Tech Users

Millennials surpass older generations in their grasp of essential business tools.

Importance of up-to-date Tech

Outdated technology is a deterrent. If it hampers their efficiency or doesn't mirror their personal tech habits, millennials will consider moving on.

Preferred Communications Modes

Shifting from traditional emails, millennials and Gen Z prefer instant messaging, reflecting their penchant for swift communication.

Seeking Tech in job Roles

The allure of state-of-the-art tech plays a role in job selection, with 59% of millennials considering it crucial.

Deloitte's Tech Embrace

Deloitte's initiatives, like acquiring specialist partners, prioritising digital skills training and developing AI-driven solutions, signal their commitment to staying abreast with technological advancements.

This focus ensures that they remain an attractive proposition for millennial talent.

Understanding millennials' emotional and technological needs is non-negotiable for modern leaders and organisations. As showcased by Deloitte, organisations that understand and integrate these insights position themselves for success in the contemporary business landscape.

Complexity of Generational Cohorts in the Workplace

Current State Analysis

All generations prioritise clear communication.

Employees across the board value leadership that upholds work-life balance.

Millennials and Gen Z emphasise autonomy, empowerment, and a safe space for voicing opinions.

Millennials vocalise desires shared by previous generations but were suppressed due to fear of job loss.

Contrasts in workplace approach and behaviour exist among Gen X, Y, and Z.

Gap Analysis

Studies indicate inconsistencies between company promises and realisations regarding work-life balance.

Deloitte stands out as a leading company prioritising individual workweek needs, garnering numerous awards.



Employee Voice: key insights

Reverse Mentoring and Open Communication

Current State

Mentoring boosts retention. Millennials excel in environments that promote open dialogue and feeling valued and connected.

Gap

Despite evidence of Deloitte endorsing mentoring externally, there is only evidence of this being carried out in the Middle East market; there's a potential lack of a comprehensive internal mentoring structure.

Comfort in Expressing Opinions

Current State

Millennials and all cohorts require psychological safety to optimise performance. They gravitate towards leaders who ensure consistent, honest relationships and competent guidance.

Evaluation

Organisations need to follow the three steps of employee feedback: 1. Ask, 2. Acknowledge, 3. Act. Millennials are inclined towards companies that seek feedback, acknowledge it, and act on it.

Deloitte showcases such behaviour, emphasising genuine feedback acknowledgment and action.

(Morgan 2017)

Recommendations for Consideration

Address the potential gap in structured mentoring within the organisation, emphasising reverse mentoring, including reverse generational mentoring within the board room.

Prioritise fostering environments championing psychological safety and encouraging open communication without fear of backlash.

Stay attuned to generational dynamics, ensuring that all voices, especially those previously suppressed, are given a platform and recognised.

Individuals require psychological safety to perform. Individuals gravitate towards leaders who display consistent honest communication and competent behaviours.

Unpacking Employee Retention Strategies

Key Takeaways and Implications

A comprehensive analysis was conducted, focusing on employee retention techniques for millennials. This study sheds light on the dynamics between literature and Deloitte's strategies using qualitative and quantitative methods. The initial chapters framed the problem, delved into frameworks like Herzberg's two-factor theory, and explored methodologies. The focal point of this chapter is the implications, limitations, and potential areas for future research.

The Crucial Role of Trust

The bedrock of retaining exceptional talent lies in trust. This emotion resonates deeply with Herzberg's motivational theory. Surprisingly, only a handful of previous studies have emphasised the connection between trust and emotionally intelligent leadership, which this study significantly underscores.

Dr Brene Brown outlines the seven elements of trust framework "BRAVING" in the below diagram.



Delineating High V's Low Trust Teams

A cornerstone in talent retention evolves. Notably, team dynamics differ based on trust levels. High-trust teams are characterised by productivity, engagement, and camaraderie, while their low-trust counterparts often avoid conflict and lack innovation.

Influential leaders are instrumental in cultivating trust within teams. Below is an overview of the contrast between high-trust and low-trust teams.



Source: (Feltman 2021)

Trust is the very glue that underpins high performing teams and holds teams together; without trust teams fall apart.

Emotional Intelligence

The underlying trust builder emotional intelligence is the linchpin in fostering trust. EQ isn't just about understanding and managing one's emotions and recognising and influencing those of peers.

Notably, EQ stands out as a paramount predictor of workplace success. Yet, many individuals and leaders lack the tools to regulate their emotions and remain detached from their emotions, underscoring the importance of leaders proficient in EQ to foster trust.

Broader Implications

The absence of EQ leaders breaks down trust, increasing millennials' risk of leaving organisations. Such departures could exacerbate attrition rates. Alarmingly, data suggests that a vast majority of employees remain disengaged. Organisations bereft of EQ leaders need guidance in retaining adept millennials.

However, the silver lining is that EQ skills can be nurtured over time.

Constraints and Limitations of this Research

Relying on secondary data might introduce potential errors or biases. The geographical scope varied between global and Australian contexts. Moreover, the study leaned heavily towards millennials' perspectives, potentially overlooking leaders' insights.

Avenues for Upcoming Research on Millennials

Often misconstrued as entitled, they are, in fact, just misinterpreted. Future studies can delve deeper into the universal applicability of EQ across diverse leadership styles, emphasising the creation of high-trust environments for this invaluable generation.

Recommendations for Modern Business Leaders

This chapter offers three pivotal recommendations crafted for stakeholders and the broader business community, using the structure of McKinsey's 7S model for context. Readers are encouraged to delve into McKinsey's 7S model on [page 18](#) at the end of this report for a comprehensive understanding.

Embracing Social Board Diversity

A close inspection of Deloitte's board composition reveals a dominance of a specific demographic. There is an evident social diversity gap covering age, race, culture, and societal representation. Organisations championing diversity and inclusion foster a harmonious culture and are better positioned for adaptability and innovation.

The boardroom is the catalyst for this change. A tangible action: consider the initiation of a socially diverse sub-committee.

Reinventing Mentoring in the Digital Age

Modern businesses, including Deloitte, stand to gain significantly from technologically-infused structured mentoring programs. The advantages aren't just traditional; reverse mentoring can bridge the generational technology gap, promoting mutual learning.

Leveraging machine learning in mentoring can counteract inherent biases, ushering in a culture of genuine dialogue. Enhanced employee voices, disintegration of silos, and fostering a cross-functional collaborative environment.

Cultivating Emotional Intelligence Across Organisations

For businesses to truly thrive, there is a need to emphasise emotional intelligence (EQ) at all echelons. Adopting EQ training, assessments, coaching, and monitoring can sculpt high-trust, cohesive teams – a cornerstone for retaining exceptional talent.

A proactive approach to EQ can position businesses uniquely, offering a competitive edge irrespective of generational or leadership dynamics.

Final Thoughts for Modern Business Leaders

This exploration used a single case study, Deloitte, set against the framework of Herzberg's two-factor theory to identify areas of alignment and divergence. A predominant finding was the "quiet quitting" phenomenon and its mitigation strategies. Millennials, like their predecessors, have an innate need for trust.

Mentoring and Coaching

This research underscores the essence of mentoring and coaching in sculpting emotionally adept leaders, thereby facilitating high-trust environments. Such ecosystems naturally lead to talent retention and negate the ripple effects of silent resignations. While Deloitte emerges as a trailblazer in talent retention, there remains room for enhancement, especially in mentoring.

To recap, the foundation of any thriving organisation in this era is emotional intelligence, the key to fostering trust and retaining unparalleled talent.

Organisations to Prioritise Developing Emotional Intelligence

Organisations should prioritise developing emotional intelligence among leaders. Workshops, seminars, and coaching sessions can be introduced to build emotional awareness, regulation, and empathy. The goal is to enhance the leaders' ability to understand and connect with their teams.

Expanding Mentorship Programs

Embracing mentoring programs, like what The Mentoring Movement offers, can be a game-changer. The Mentoring Movement's technological platform allows organisations to match mentors and mentees seamlessly. This software can be a solution for large-scale mentoring, ensuring effective communication and feedback loops.

The foundations of any thriving organisation is Emotional Intelligence

Enhancing Employee Voice

The Mentoring Movement's software can facilitate open dialogue between employees of varying seniority levels.

The platform can:

- Could you provide real-time feedback and check-ins?
- Encourage reverse mentoring.
- Help in the identification of skills gaps and career progression.
- Monitor and evaluate mentoring relationships for effectiveness and impact.

Integration of Tech and Human Touch While adopting modern technology solutions like The Mentoring Movement's platform is crucial, organisations should also maintain the human aspect of mentoring. Integrating tech and human touch ensures a holistic approach to mentoring, where technology aids the process, but human connections drive the outcomes.

Leveraging data-driven decisions is pivotal. Organisations can use data analytics from platforms like The Mentoring Movement to better understand mentoring relationships, track progress, and predict future mentoring needs.

Organisations should look to prioritise developing emotional intelligence among leaders.

In Conclusion

Employee retention is not merely about meeting tangible needs but also about understanding and catering to the emotional and psychological needs of the workforce. With a focus on emotional intelligence, trust, and mentorship, organisations can create an environment conducive to millennials. Platforms like The Mentoring Movement can play an essential role in bridging the gap between traditional mentoring methods and the demands of the modern workforce. By tapping into the potential of such innovative solutions, organisations can foster a culture of growth, trust, and mutual respect, ensuring their sustainability and success in the ever-evolving corporate landscape.

A note from the author:

"May you lead with an open mind and an open heart to build and grow our future leaders, to improve the global societal issue of disengagement in the workforce. A leader's social responsibility is to impact tomorrow's leaders positively."

"Unhappy workers cannot be the very soul of our organisations and society."



Sallina Jeffrey 

McKinsey's 7S Model

Overview

The McKinsey 7S model is a strategic management framework designed to help organisations align their internal elements to achieve strategic goals. Consultants at McKinsey & Company developed it, consisting of seven interdependent factors that collectively shape an organisation's effectiveness.

1. Strategy

The organisation's plan for achieving its objectives is the guiding framework for decision-making and resource allocation.

2. Structure

The organisational design and reporting relationships define how activities are organised, controlled, and coordinated.

3. Systems

Formal and informal processes and procedures encompass the day-to-day operations and workflows supporting the organisation's activities.

4. Shared Values

Core beliefs and guiding principles shape the organisation's culture, influencing behaviour and decision-making.

5. Style

Leadership and management approaches set the tone for how leaders interact with employees and make decisions.

6. Staff

The organisation's human resources, skills, and competencies ensure that the right people are in the right roles to execute the strategy.

7. Skills

The distinctive capabilities and competencies of the organisation support the execution of the strategy by leveraging the organisation's unique strengths.

Application for Organisational Excellence

Interdependence: The model's strength lies in recognising the interconnectedness of these elements. A change in one area necessitates adjustments in others.

Diagnosis and Alignment: The 7S framework serves as a diagnostic tool for assessing the alignment of organisational components, facilitating strategic change and enhancing overall effectiveness.

Adaptability: Regularly reassessing and realigning these seven elements in a dynamic business environment is crucial for sustained success.

By considering the past, present, and future implications of the 7S model, organisations can enhance their strategic agility, foster a positive culture, and ensure alignment toward common goals.