3580 Why They Leave What It Costs and What the Research Confirms

People Fieldbook · https://kb.jeffreysummers.com/docs/3580-why-they-leave-what-it-costs-and-what-the-research-confirms-2/

The Demand

This week, you stop calling your turnover a retention problem and you run the diagnosis on every departure from the last ninety days. If you keep managing retention instead of managing growth, you will keep paying the leadership tax of nearly $2,305 per hourly cast member and far more per manager, and the best people will keep leaving first.

The Work

Run the turnover-composition audit this week.

1. Pull every departure from the last ninety days. For each one, classify it as a growth departure, a neglect departure, a character departure, or a circumstance departure.
2. For every neglect departure, name which of the five faces was missing: personal growth, professional growth, financial growth, investment in development, or a sense that they mattered.
3. For your current cast, identify who is at risk on each of the five faces right now. Do not wait for the exit interview.
4. Schedule one action this week against each identified risk: a stretch assignment for stalled personal growth, a development conversation for stalled professional growth, a pay conversation for stalled financial growth, a training session for underinvestment, or direct recognition for someone who feels unseen.
5. Check your recognition-to-communication gap: are you recognizing people without also being a communicator they trust? Close the gap this week with one specific, timely piece of recognition tied to actual performance.

This week, produce a written turnover-composition count for the last ninety days and take one concrete action against the highest-risk face on your current roster.