



## HR ELEMENTS®



### HR & EMPLOYEE BENEFITS NEWSLETTER

## Stay HR Savvy with HR Elements®

Welcome to the UBA Partner Firm exclusive monthly newsletter delivering insights about timely human resources and employee benefits topics.

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*Dear HR Manager,*

A tenured employee on my team just found out we hired a new team member in the same position and level at a much higher salary. Both employees are in the same position and level within the organization. The tenured employee is rightfully upset. What should I do next to assess potential solutions?

*– Wage Worries*

*Dear Wage Worries,*

It is a fact – employees talk about salary. Start by investigating the situation.

First, gather the facts. Identify the reason for the salary disparity. Is it due to external factors like a competitive talent market or inflation? Alternatively, does it result from a difference in employee experience or role focus? Compare the skill sets and jobs of the two individuals. Given their knowledge, skills, and abilities, is there merit to a higher salary?

Next, bring the information to your HR team. A compensation audit is one technique HR professionals use to evaluate pay levels. Work with them to validate the pay range for the role and employees. In some situations, companies discover longstanding employees' pay has not kept up with market increases, and an adjustment may be needed.

Alternatively, you may discover that the pay range is appropriate. In this case, HR can provide insight into how previous issues have been resolved and help you script talking points—partner with your employee to build a development plan positioning them for future pay increases. Your open communication is an opportunity to build trust in your relationship.

– *HR Manager*

## Workplace Culture | Storytelling: Do You Hear the Beat?

Stories are all around you. People tell themselves stories all the time.

Your manager, teams, and clients are 22 times more likely to remember new data if it is wrapped in a story.

They are the glue that holds your ideas together. But people tend to spend little time purposefully honing their storytelling craft. Two techniques you can apply to amplify your stories are identifying beats and expanding details.

When you hear the word “beat,” you may think of a favorite song or tune. [Storytelling “beats” propel a narrative](#) forward in much the same way that music progresses from verse to chorus to bridge. Beats are meaningful points of change in your story. They contain central points and are communicated with gravitas.

Take the example of proposing a healthcare benefit change to leadership. The beats in this presentation may be an inciting incident (an employee needing help), complication (benefit not available), climax (HR finds a work-around), and resolution (proposed new benefit). Your beats support the story arc in a familiar way, with a beginning, middle, and end. Our brains are designed to respond to stories. Stories are compelling in situations calling for change or action.

A good story arc moves the plot forward, but the details bring the story to life. Your job as the storyteller is to identify the relevant information. Stories with names, dates, and figures invoke emotion. For example, two different reactions may be produced from hearing about a “client” or “Jill, a long-tenured client based in Oklahoma.” The latter helps your audience imagine a real person. When you bring quantitative data to support your storyline, the same effect is produced. [A story explains the meaning of numbers](#) and aids the listener in understanding complex information. This combination engages both sides of the brain.

Storytelling is a powerful method to build relationships at work. And this skill can be developed by tapping into your creative mind. Think about your organization and how it could uniquely benefit from refining this skill.

- Could your sales department engage more personally with clients?
- Could leaders be more vulnerable in their communications?

Now is the right time to add storytelling to your workplace toolkit.

## Diversity, Equity, and Inclusion | Radical Offboarding

Employers put effort into communicating their brand to attract new talent. What if you put the same amount of effort into offboarding voluntary departures?

Turn each exit into an opportunity to celebrate the contributions of departing team members.

Employee exits are a natural part of the employee lifecycle. Lifetime employment is a trend that decreased with the influx of Generation Z into the workforce.

To introduce radical offboarding, add these [activities](#) to collecting technology and conducting exit interviews to create a show-stopping exit process.

Throw a farewell celebration.

Organize a lunch or happy hour to celebrate your departing team member. Invite employees to wish them well. Share stories about the good times.

Share alum achievements.

You have a culture that develops staff. Why not celebrate departing employees moving on to a new step in their career? One way to show your support is to communicate where departing employees land, whether in an MBA program or a promotion in another field.

Gather performance feedback.

A common complaint when employees leave an organization is losing access to historical performance data. Offer a solution by gathering performance review data into an electronic file that employees can take.

Create an alum network.

Start a LinkedIn group to connect employees, allowing the development of lifetime relationships. This creates a referral source and will enable peers to stay in touch. Additionally, some of the best clients come from relationships with prior staff.

Are you looking to build a business case to create a radical offboarding experience? Go beyond minimizing organizational disruption; work to build positive relationships with departing employees. Keep in mind that [boomerang employees](#) are more common than you think. A large-scale analysis conducted by Harvard Business Review uncovered that almost 28% of new employees are returning staff. Investing in offboarding employees may reduce talent acquisition costs in the long run.

## Leadership Tip | Conflict Management

Situational leadership requires flexibility and a continuous assessment of the unique needs of your staff. Leaders who use this approach reap the benefits of a committed and confident team.