



WHITEPAPER

Managing People Amid the Great Resignation: How Training Helps



MASTERY
TRAINING SERVICES

What does it mean to be experiencing a Great Resignation? In short, employees are leaving their jobs at rates rarely seen before. During the global COVID-19 pandemic, workers' stress reached a tipping point, and the relationship between employers and employees has significantly shifted.

With surveys revealing 53% of employees are either actively seeking new work or at risk of leaving their current employment, it's imperative for employers to find effective ways to manage their people, attract new talent and retain their top performers¹.

The factors driving employees to search for new work are varied — 63% cite pay issues, the same percentage are interested in opportunities for advancement, 57% feel they need more respect, and the list goes on². The tools companies have to keep employees loyal and engaged are similarly varied, but some of the most valuable, useful and elegant solutions may be going underappreciated, with training foremost among them.

Training: An Overlooked Edge in a Candidate-Driven Market

When businesses find themselves in conditions that favor job candidates rather than employers, they tend to look for opportunities to save money, constrained by staff shortages and long talent searches. This often means cutting back on training — but this is a mistake.

Any budgetary cuts realized by reducing training content are quickly offset by the negative effects of not developing staff. Businesses are left with untrained and less productive employees who have less ability to contribute real value.

Furthermore, employers may end up sending the wrong message to workers: A lack of training may be viewed as a lack of investment in employees' development and futures, which can lead to ever-higher rates of turnover.

Rather than being an expendable budget line item, training is an especially valuable investment in times of high turnover and candidate choice. Some of the power of training comes from its versatility. From sending the right message to employees to giving them the skills to thrive in mission-critical roles, a successful training program can boost a company's fortunes in several distinct ways.

¹ <https://www.wtwco.com/en-US/Insights/2022/04/infographic-more-than-half-of-employees-open-to-leaving-employer>

² <https://www.pewresearch.org/fact-tank/2022/03/09/majority-of-workers-who-quit-a-job-in-2021-cite-low-pay-no-opportunities-for-advancement-feeling-disrespected/>

Retain Your Employees By Giving Them What They Want

Ask employees what they want and they'll give a variety of answers. Employers who assume extra pay is always the answer to making employees happier may be surprised to find there are so many factors at work in keeping their team members engaged, loyal and willing to stay for the long term. These motives often include a desire for extra training.

A poll of employees found 86% view training as important, and 74% said they wanted to become better at their jobs, they would even train outside of work hours³. Workers realize they can become better at their daily tasks through training and they enjoy the feeling of confidence and the potential for advancement that comes with extra training.

In addition to giving employees the skills they need to further their career development, leaders can also improve their team members' day-to-day experiences by training them on key subjects such as work-life balance, stress management and maintaining their health. The resulting stress reductions can keep employees from seeking alternative employment.



Fill More Advanced Roles By Upskilling Your Employees

In addition to providing a better experience for employees, training can deliver another critical piece of assistance for companies trying to hire amid candidate-friendly industry conditions. Namely, training can help businesses fill challenging, skill-intensive roles from within, upskilling their current workers instead of seeking outside hires.

When the hiring market is at its tightest, high-skill and highly specialized roles can be the hardest to fill. Top talent can be challenging and expensive to hire, which incentivizes companies to prepare existing employees for those jobs, while turning their hiring attention to entry-level roles.

The difficulty with hiring for advanced roles comes from the long list of abilities needed to thrive in those positions. This is where companies with strong training programs have a major advantage: they can ensure they are instructing internal candidates in the exact blend of skills to help them take on more advanced work.

³<https://www.surveymonkey.com/curiosity/why-employees-crave-more-training-and-how-employers-arent-delivering-it/>

Upskilling can be a win-win proposition. The company gets to fill its most high-demand roles with workers who know the business inside out and have skill sets tailored to the jobs. Meanwhile, those employees also get what they want: the potential for advancement into new positions with the prospect of better pay and job security.

One potentially overlooked aspect of upskilling is the need for human resources teams to invest in training materials for their own personnel. When asked to predict the challenges they'll face in 2025, 40% of heads of learning said they'll need to invest in upskilling for the employees tasked with running learning and development programs⁴.

Regardless of department, upskilling content can impart new skills and abilities as the demands of employees' jobs change. With 33% of employees worried automation will make their jobs obsolete, it's important to continually train workers in new abilities they can use to stay relevant, even if some of their previous duties are phased out amid technological developments⁵.

How often and how drastically will workers have to upskill or reskill to keep up with the ever-evolving labor market? According to 82% of employees and 62% of HR directors, employees will need to learn new skills at least once a year to keep an edge in a job market that is becoming driven by novel technology⁶.



⁴ <https://www.forbes.com/sites/jeannemeister/2022/01/05/top-ten-hr-trends-for-the-2022-workplace/?sh=26cab2e93006>

⁵ <https://www.hrdiver.com/news/workers-want-training-development-but-few-say-their-employers-provide-it/617852/>

⁶ <https://hbr.org/2021/05/what-your-future-employees-want-most?ab=at art art 1x4 s02>

Attract Skilled Candidates By Showing You Care

Training and development efforts aren't just important for retention and internal promotions. They're also essential parts of recruitment in candidate-focused markets. When applicants can attract numerous high-quality job offers, they'll need ways to narrow down their final decision — training is a great differentiator.

With many employees dissatisfied with the amount or quality of professional development opportunities available from their current employers, they may be especially adamant about finding new roles that do include employee education options. Four-fifths of employees consider training an important part of choosing a new job⁷.

Capturing the attention of top job seekers is always challenging. In a candidate-driven market, this process is especially demanding. Organizations that use training offerings as part of their pitch to new recruits may end up winning over these top applicants. In fact, businesses using professional development as a differentiator can emerge from the pandemic-era hiring market stronger than ever, rather than just staying afloat⁸.

Since candidates may be assessing an organization on its employee education offerings before they even accept the job offer, businesses need to be forthcoming about what types of training they provide. During the recruitment process and immediately following an employee's hiring, training should be front and center.

Can You Afford to Not Have a Training Library?

A lack of training materials can put a company at a disadvantage amid a challenging hiring climate. Fortunately for budget-minded leaders, it has never been more affordable or accessible to create a formidable training library.

Investing in training for employees during times of high turnover may seem risky, due to the fear that workers may use their new skills elsewhere, it may be more pertinent to think about what will happen if companies don't have training content. In those cases, workers will see that their current employer is not giving them the background they need to further their careers and excel in their roles. That could be what encourages them to leave.

When compared to legacy training models based on instructor-led sessions, today's video-based online training materials are far more flexible and cost-effective. Digital training does not require expensive travel and allows all employees to have the same consistent learning experience, even if they're spread around the country. Furthermore, every new hire can take the same courses, with no need to schedule more live sessions.

⁷ <https://www.hrdiver.com/news/workers-want-training-development-but-few-say-their-employers-provide-it/617852/>

⁸ https://hbr.org/2021/05/what-your-future-employees-want-most?ab=at_art_art_1x4_s02

Building and maintaining a digital training library is so flexible and affordable that companies can purchase numerous courses on advanced subjects, giving workers the ability to pursue self-directed additional learning at their own pace. Employees can grow their skills, strengthen their own career prospects and become greater contributors to the company as a whole — everyone benefits.

Tough hiring conditions demand tough responses from businesses, but whatever form a company's next steps take, a renewed focus on training should be part of the equation. Leaders shouldn't ask "can I afford training?" Rather, the question becomes "can I afford the performance issues and resignations that come from a lack of training?"



Contact us to learn more about modern training approaches and how they can help your team thrive.

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