



Ease Work Stress

Helping People and Organizations Thrive

Unwanted Turnover: Why Good People Leave and How to Prevent It

Unwanted turnover -- when people you want to retain, *leave* your organization – is one of the greatest financial and operational losses in organizational life. Every incident of unwanted turnover costs, on average, between 65% and 200% of that individual’s salary to replace them with an equally or more effective person. There are also knock-on costs to the motivation, performance, and well-being of those who stay, which can lead to more turnover. Addressing this is particularly timely in the age of “The Great Resignation”, and higher employee demands than previously known in modern history. But is high unwanted turnover *inevitable*? Our speaker, Dr. Marcus Fila, says “no”. Although a handful of reasons why people leave are beyond the control of leaders, much can be done to reduce unwanted turnover. In this session, Marcus will address often overlooked reasons *why* good people leave, and how to keep your valued employees engaged, committed, and dedicated to your organization through the current climate, and beyond.

Marcus is a speaker, researcher, and consultant on human resource issues of work stress, employee turnover, and successfully diversifying the workforce. His interest in these subjects developed during ten years in business development and senior executive recruitment positions in the US and UK. As a headhunter, he was “paid to make turnover happen”, but became more interested in fixing the mess that was left behind when good people left an organization; and in how to prevent that turnover from happening in the first place.

Marcus made a career switch to academia to focus on these subjects, working under a leading employee turnover researcher at Ohio University. He is now an Associate Professor of Management at Hope College, and the Director of their Leadership program. His research on work stress, employee turnover, and successfully diversifying the workforce has been published in leading international journals and book volumes, and he regularly speaks on these issues at conferences, and to

companies and foundations. His personal website is easeworkstress.com.

