



The Great Resignation

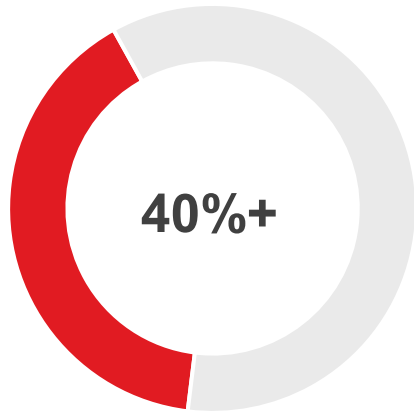
Chicago Chamber

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Proprietary & Confidential



The Great Resignation: The current state of play



of the workforce considering quitting

(Data from Gallup and Microsoft)

11.5M workers quit in April, May and June 2021

US Labor Market =

~152M jobs (Feb 2020)

~147M jobs (Aug 2021)



Key Outcomes

- **70%** of workers want flexible work in some capacity
- Engagement is down; burnout is up
- Small business registrations = **4.3 million** businesses in 2020 (+24%)
- **8.5M** Americans are unemployed

The context for The Great Resignation...



Though unemployment rates remain high there are labor shortages in many industries

- The lack of talent is driving **pay growth**
- The **working-age population is shrinking** as baby boomers retire
- **Flexibility and transparency** increased during the pandemic and is increasingly important
- The competition for talent is intensifying with workers having confidence in finding a new job to **advance their career**
- The pandemic has **shifted worker views** and values; what worked pre-pandemic is no longer working

The Multidimensional Employee Experience

Companies know they need to act but are often unsure of how to do so.



Where to Begin: Making Informed, Data-Driven Decisions

61%

Senior Executives are turning to **models, analytics or data science tools** to make better decisions

Case in Point: Global Technology Company



Analysis of historical data (client and peers) to understand **how rewards and workforce management** historically impacted subsequent **employee turnover** including:

- Employee grade/level
- Manager experience
- Gender and age
- Bonus payouts
- Tenure

Key Recommendations



Equity pay on a \$ by \$ basis is a more effective **retention driver** than bonus or base pay



Biggest turnover risk is young employees – make sure young employees are quickly integrated



Both promotions and lateral **career opportunities** are effective retention tools

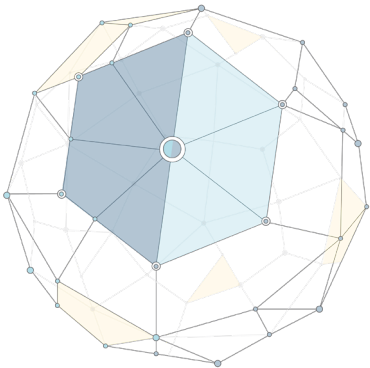
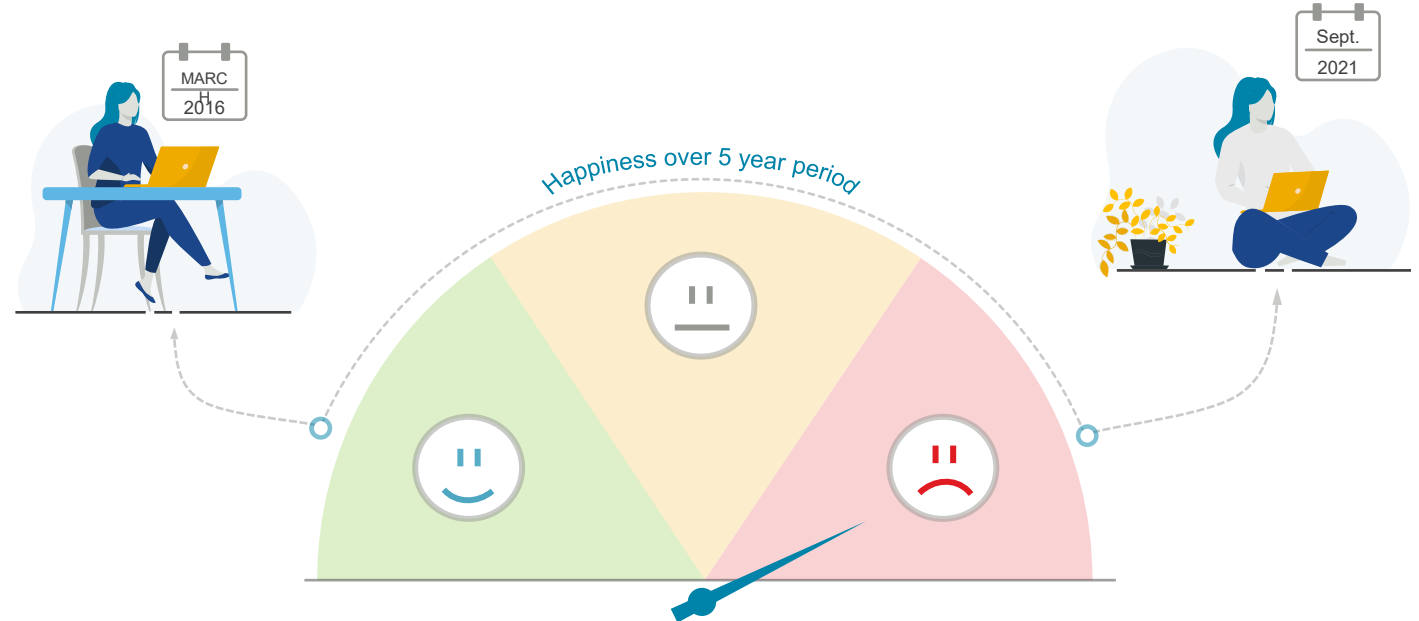


Managers with more **internal tenure** retain their employees better

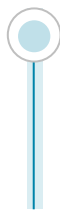
Enable Leadership Behaviors

Context

- Leaders are facing some critical challenges in engaging teams and driving success
- Hybrid work environment has increased the complexity
- No playbook for key leadership challenges:
 - Giving feedback
 - Coaching
 - Having difficult conversations
 - Raising DEI in a complex environment
- Need to build resilience in parallel
- Increased focus on sustainability and wellbeing



Aon's Digital Leader Competencies (sample)



Leading Change

- Drive to Lead
- Championing Collaboration
- Humility
- Empowerment



Driving Success

- Managing Time & Resources
- Driving Accountability
- Strategic Solutioning
- Impactful Communication



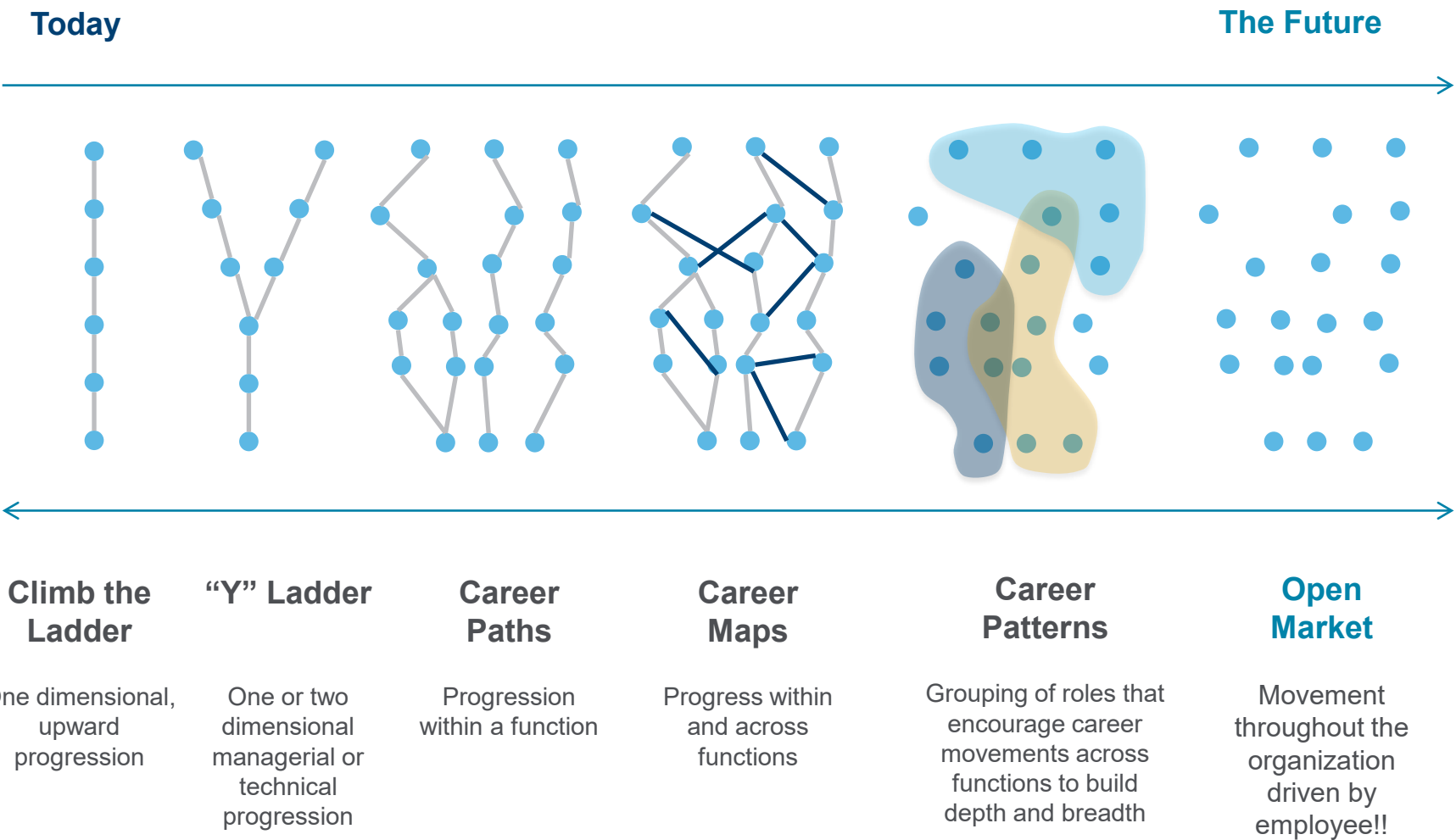
Building Resilience & Inclusiveness

- Inclusive Mindset
- Promoting Wellbeing
- Mental Endurance



Managing Hybrid Teams

Considerations for Career Mobility



The career development of the future looks more like a **rock-climbing wall** than a ladder or path.

Employees are offered a wide selection of areas to explore and an almost unlimited combination of moves in all directions – toward their own version of career success.

Change is Inevitable

The impact of the pandemic is wide ranging and affects so much more than the future of the office
but also the **future of us as individuals**





Thank you

Hannah Kenney

Aon