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When companies make decisions that impact careers, DBM provides services to support the organization, the employees who stay and the employees who need to leave.

DBM also helps organizations and leaders improve their performance through coaching.

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DBM Global Headquarters
750 Third Avenue
28th Floor
New York, NY 10017
United States
Tel: 212-692-7700
Fax: 212-297-0426
www.dbm.com



Great People Join Great Companies but Leave Bad Managers

Research has demonstrated that companies that attract and hire the best talent will outperform those companies that hire less qualified people. As a result, many companies work hard to build their reputation as an employer to attract candidates that have the right mix of skills, talent, and knowledge to build better products, provide better services and keep customers happy. Recruiting programs, good compensation and innovative benefits all help attract candidates, but getting them to stay is another matter altogether.

According to Duncan Mathison, Managing Director of Executive Coaching for DBM, a human capital management firm, the most commonly cited reason employees leave companies is their unhappiness with their manager. "The top 10% of the managers in a company will have half the turnover rate of the middle 80% and two and a half times less turnover than the bottom 10%¹", he says. "Good leadership makes a huge difference in not only retention but overall company performance."

Companies typically promote employees to management because they are high performers. But, the skills that make a high performer are not the same skills that make good leaders, according to Mathison. "The research shows only 29% of those employees who are high-performers have the potential to be great leaders," he says. "Two qualities make the difference. First, great managers have high 'emotional intelligence'; they know themselves better and handle themselves well with others. Secondly, they are very good at learning and applying what they learn to improve their skills."

DBM recommends the following to career-minded individuals aspiring to be a top executive:

1. Find an organization that invests in employee development
2. Challenge yourself to improve your ability to work with others
3. Take advantage of in-house training programs
4. Seek out feedback
5. If you are a manager, get an executive coach to help you develop the leadership skills for the next level of responsibility

Being a high performer is important for promotion. Being a successful leader requires people skills to inspire, motivate and manage others effectively. Truly effective leaders can create a better work environment, higher productivity and greater retention and are well worth investing in.

¹Zenger and Folkman, *The Extraordinary Leader*.