

# Schachter Monthly

By Ephraim Schachter • Nov 2, 2021

Smart Brevity™ count: 3 mins... 829 words

👋 **Welcome to Schachter Monthly!** I've designed this resource so I can be present and useful to you. I'm delighted to share this inaugural edition with you now.

- **What I know:** It's on you. Senior Business and HR Executives shoulder their organization's responsibilities and own its outcomes.

- **What I've found:** Execs appreciate help. My clients love straightforward insights and actionable tools & tips.

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## 1 big thing: The center is cracking



**The Great Resignation** is not just hurting Hospitality and Supply Chain. It's happening in the Corporate sphere, too.

- **It's highest** among mid-career employees between 30-45 years old, according to [HBR](#).

**Why it matters:** Your corps of 40-45 year old middle managers and HiPos for senior leadership roles — *the vital center of your organization* — might be giving notice tomorrow.

- **Plus, they're not waiting** to line up another gig before quitting, per [The Atlantic](#). That's a bygone concern.

💡 *What to do right now...*

- Convene a dedicated task force and commit to a plan.
- Develop and implement enhanced career track and engagement programs.
- Spend more time nurturing individual relationships with your middle management cadre.
- Promote the heck out of this effort you're taking!

**This is a new fact** of corporate life ... at least, for now. Engage it head-on before suffering preventable departures.

👉 **Go deeper:** My take on "Preventing Your Star Performer From Becoming a Flight Risk" [here](#).

## 2. Remote onboarders need more attention



**Entering a new** senior leadership role strong is challenging. You probably have a thriving onboarding process for new key hires to assimilate into the organization and get traction.

- 🕒 Time to revisit it.

**What's new:** The intersection of COVID-19 and a hot labor market for executive talent.

- There's been a ton of senior-level job-hopping over the past year.
- 18 months into the pandemic we find ourselves with key leaders — even execs — who've onboarded mostly online.

**Why it matters:** Three of the building blocks of executive leadership have been undermined.

👉 **Establishing rapport:** A new leader needs to strike and keep a real trust-building connection in order to wield real influence.

🏢 **Navigating the organization:** Execs must analyze stakeholders in a detailed and nuanced way and manage relationships strategically to get things done.

🏔️ **Leading the team:** Leaders have to lead. Cultivating direct reports, mobilizing them and calibrating their performance.

*The bottom line:* It's taking them longer to assimilate and get traction.

## 3. November pro tip: A+ feedback



**Companies are grappling** with designing hybrid work policies to match this moment.

🚫 **What they're saying:** my CHRO clients are telling me that sustained work-from-home policies have revealed some weak management technique in their executive ranks.

- With less line-of-sight to their teams, senior leaders tend to either micromanage or barely surface. Suffocation versus abandonment.

**Why it matters:** Top talent wants their bosses to set clear expectations, oversee implementation, and hold them accountable for their work and results. They're achievement oriented.

- They want your job ... eventually.
- This is a good thing, since you're on the hook for a succession plan.

**The bottom line:** you owe them consistent, useful and actionable feedback.

📝 **Follow these guidelines** every time:

1. Be clear about your feedback goal. Ask yourself, specifically what do you want them to stop, start or do differently?
2. Assume the four key feedback roles. Message owner, Trust-builder, Guide, and Facilitator.
3. Pick the richest communication medium available.
4. Set the tone and expectations early. Welcome them into your thought process.

👉 **Go deeper:** My recent thoughts on feedback, [here](#).

## 4. Career Corner: caveat emptor



📱 **What's new:** There's a decent chance you've been fielding more recruiter calls lately. There are lots of factors. Here's two of them:

1. *The Great Resignation.* People are quitting their jobs before lining up new ones. See earlier discussion 🕒.
2. *Baby Boomers are retiring* in record numbers. 3.2 million more the third quarter 2020 than 2019, per [SHRM](#).

🔥 **Why this matters:** The market for senior and executive leadership jobs is hot. Maybe, overheated. Two characteristics apply here:

- **Scarcity:** C-Suite and top-tier jobs are at the top of the pyramid. Few exist. Fewer still, if your geography is restricted.
- **Urgency:** No one imagines this buyer's market will last forever.

**The bottom line:** IMHO, there may be some irrational decision-making happening. On both sides of the hire.

💭 **My thought bubble:** Take a deep breath. Apply at least as much deliberate, critical decision-making rigor as you would in an average market. This is your career ... not a car lease.

- 🛒 **Would you buy it** if it wasn't on sale?

📁 **When evaluating a new opportunity**, the fundamentals always apply:

- **It's on-strategy** consistent with your long-term career goals.
- **You share aligned values** with the Exec team and Board.
- **There's organizational commitment** demonstrated in clear expectations and realistic resourcing.

👋 **Thanks for** starting November with us. *Please invite your friends and colleagues to [sign up](#) for Schachter Monthly.*

- ❄️ See you in December!

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