

These “Bouncers” Can Throw Your Hiring Plans Out the Door

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A recent BLS “Quits Rate” (September, 2017) indicates that over 3 million people voluntarily quit their jobs each month in 2017. In 2012, the rate was about 2 million per month. Many of these “quits” are professionals. What is going on?

Meet the new “bouncers.”

With professionals increasingly leaving employers after only a few years, our definitions of talent and tenure need to be refined. The portfolio careers of some of today’s workers offer employers competitive opportunities and new identifiers of talent's secret sauce. Short-term talent, that which has not always been considered a plus, is revealing itself to be increasingly visible and valuable. Successful companies leverage talent and pay special attention to professional bouncing as a potential positive factor in hiring strategies.

Looking good on “paper” has never been so easy. As I scroll through LinkedIn, some profiles list so many different company logos that the page resembles the colors displayed by a flagship naval vessel. Today, job change is becoming the norm – no explanation necessary. This is “bouncer” pride.

In many professions, job tenure more resembles a congressional term than a Supreme Court appointment. The definition of career time continues to evolve. Companies that fail to adapt will most likely hire their top talent with unrealistic tenure expectations. Certain positions (e.g., analyst, associate) are already short-term gigs that may or may not evolve into a job relationship. For other positions, we are seeing some long-term hires taking early exits to pursue investing, alternative careers or entrepreneurial opportunities.

Is it worth paying a premium for short-term (measured in single-digit years) talent? Can an employer depend on "bouncers" to leave a residue of excellence after they exit?

With planning...Yes!

Bouncing should be considered a predictable variable in hiring strategies. Organizations that develop adaptive and effective training programs, along with those that require hires to rapidly make (and leave) their value imprints, are the ones that can realize the highest use of their talent (current and alums). "Bouncers" are solid people investments when employers have realistic expectations.

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