

The Dentons logo is a white arrow pointing to the right, containing the word "DENTONS" in a bold, black, sans-serif font. The background of the slide is a purple gradient with a faint, repeating pattern of a tree's root system. On the right side, there is a large, curved purple shape that overlaps a photograph of a forest with vibrant autumn foliage in shades of yellow, orange, and red.

**DENTONS**

# **Beware of quiet quitters:** **Managing employee performance**

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November 14, 2024

Grow | Protect | Operate | Finance



# Quiet quitting

## *What is it? Is it Real?*

- Global Gallup poll finds **59 per cent** of workers who responded said they were quiet quitting at their work (*The Globe and Mail* “Two-thirds of Canadian employees are quiet quitting, study finds”, July 1, 2023).
- Defined as: "put in the minimum effort required" and are "psychologically disconnected from their employer."
- Quiet quitting is turning into actual quitting for many Canadian workers, according to a recent report: **71 per cent** of workers want to leave their jobs in the next 12 months, up from **61 per cent** in 2022. (*Canadian HR Reporter*, “Over 7 in 10 Canadian workers want to quit their jobs within a year”, March 15, 2024).

# Quiet quitting

## *Discussion*

- How many of you are experiencing quite quitting with your employees?
- How are you identifying it?
- What are the causes?
- What are you doing to address it?

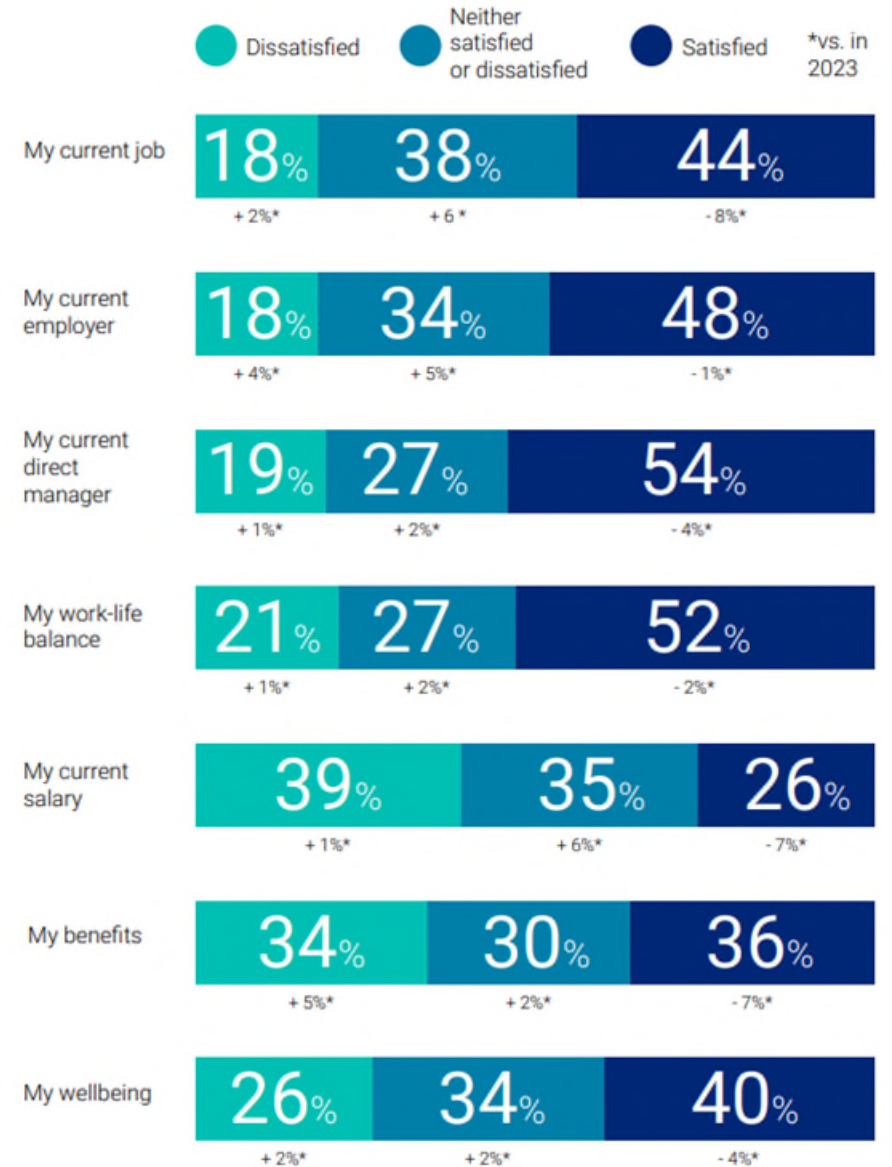
# Quiet quitting

## Why?

According to Hays' survey of over 4,500 respondents, conducted between Nov. 25, 2023 and Jan. 12, 2024:

“**55 per cent** feel more stress this year than last year, and 46 per cent are unmotivated.”

- Stress
- Choice/Lack of Choice
- Remote work
- Dissatisfaction with compensation
- Changing relationship with work
- Generational shift



Source: Canadian HR Reporter, “Over 7 in 10 Canadian workers want to quit their jobs within a year”, March 15, 2024

# What to do?

Effectively two philosophies – good cop/bad cop

1. Tighten policies, monitor conduct and performance manage:
  - a) Privacy and Electronic Monitoring
  - b) Performance Management
  - c) Just Cause
  
2. Change the terms/environment of work to motivate employees to engage and be dedicate:
  - a) Right to disconnect
  - b) Flexible work arrangements
  - c) Thoughtful and comprehensive compensation plans

# Bad cop: Tighten policies, monitor conduct, and performance manage

1. Update policies including:
  - i. WFH
  - ii. Privacy and electronic monitoring
2. Performance management:
  1. PIPs
  2. Activity monitoring
3. Just cause

# **Good cop: Motivate employees to engage and be dedicate**

1. Right to disconnect
2. Flexible work arrangements
3. Thoughtful and comprehensive compensation plans

# Moving forward

- Consider best option, or blended approach, for your organization or team.
- Stay flexible and reassess strategies.
- Provide working notice for any large changes to terms and conditions.
- We are here to help develop and implement these strategies.