

CRESITA LLC NEWSLETTER

Volume 2 Issue 8
August 2026

Why Do People Quit?

Answering the question as to why people quit a job is important for all leaders in business. Forbes magazine quotes a recent Gallup poll that states a major reason why people quit their job is to get away from a manager.ⁱ Actions that managers often engage in that lead people out the door include tolerating toxic behavior of other employees. Last month we discussed catching people doing something right and celebrating that as a way to empower employees. The lack of this recognition can also force people into considering other opportunities. Another action that managers engage in that does not lend itself to being very employee friendly is micromanaging all aspects of how the employee does the job. This gets back to a recurring question that asks, “what business are you in?”

So, what should a manager do when faced with staff departures?

1) MBWA

I would say it's important to walk around and see what staff are doing, including their challenges along with what's going well and what's not going so well. By walking around managers can also talk to customers or clients to see what's on their mind. Management by Walking Around (MBWA) was an approach that Tom Peters and Robert Waterman championed in the 1980s book, *In Search of Excellence*.ⁱⁱ

2) Travel Beyond Your Desk.

Staff are probably sick of hearing me say this, but I will often say that “a desk is a dangerous place to view the world.” This quote is often attributed to the British author, John le Carre who was born in the 1930s.ⁱⁱⁱ The gist of this quote is to get out of your comfort zone which can often be represented by a desk and explore what's going on in the real work world.

In addition, there is real value in seeing a problem firsthand as opposed to reading a report or just hearing about it from various sources.^{iv}

3) Training

To my way of thinking training is particularly important, even though I have found that many organizations will cut their training budgets first when faced with financial difficulties. Training does a couple of things; first training can provide an outside perspective on an issue and draw on the experiences of other subject matter experts however, an organization does not need to bring in a trainer per se particularly if they don't have the budget as this expertise may already be present on their staff. Second, I have found that even individuals that display some innate leadership capacity may benefit from more formalized training if for no other reason than to reinforce the positive things that they may already be doing.

While I know some of these suggestions may sound pollyannish, they really represent an approach that can benefit everyone in the organization. I have often said to individuals that the problem didn't start overnight and that the solution will not likely be discovered or implemented overnight, the process is one of change and that takes time. A word of caution is that an organization and their leadership should not implement any strategy as window dressing because staff will often see through that very quickly and that will not help to reduce turnover. However, really implementing change can signal to those within the organization that the company is serious about whatever issue it is that they wish to address. So, let's not try to reach the finish line on the first attempt. I recall when I was working in the healthcare space and one of the staff was asked how you start a diet and his comment was simply, you start. That does not mean that you won't have things that trip you up along the way but take stock that you are on the right path to institute the change you want to see.

If your organization does not have a training division, you may find an ally in your human resources department. In any event the leadership has to buy in and model the appropriate behaviors that's really the first step.

Next month we will build on this theme and discuss change management. If I can help you with this process, please contact me at bill@cresitalc.com.

ⁱ <https://www.forbes.com/sites/robertamatuson/2025/08/25/you-are-the-reason-people-quit-how-to-fix-it/>
Accessed 07/14/2026

ⁱⁱ Peters, T. J., & Waterman, R. H. (1982). *In Search of Excellence: Lessons from America's Best-Run Companies*. Harper & Row.

ⁱⁱⁱ https://www.brainyquote.com/quotes/john_le_carre_143875 Accessed 07/14/2026

^{iv} <https://jw-ross.com/quotes/beyond-the-desk-unraveling-john-le-carres-insight-on-perspective> Accessed 07/14/2026