

BtR 417 Naomi Hattaway

OPENING SCRIPT

Have you ever felt that nagging feeling that it might be time to move on from your job, but weren't quite sure?

Today's guest, Naomi Hattaway, is an expert in helping people navigate those tricky workplace transitions. She'll share her framework for leaving well, which covers everything from recognizing the signs that it's time to go, to ensuring a smooth knowledge transfer, and communicating your decision effectively. Whether you're an individual contemplating a change or an organization looking to improve your offboarding process, this episode is packed with valuable insights. So stick around!

Jerry: [00:00:00] All right. Hey, Naomi, how are you doing today?

Naomi H.: I'm so good, Jerry.

Jerry: Awesome. I'm doing great. Now we got to meet each other through a mutual connection. Mary LaFrancois. I heard her on an interview recently and she says it that way now. And I'm like, wait, I freaked out because I've known her for years.

And I've always said Mary LaFrancis. And when I heard LaFrancois, I was like, she tricked me this whole time. So anyway, we know Mary I used to work with her and I, I think you guys were neighbors or?

Naomi H.: We We're neighbors. Yeah. Neighbors. During one of our many, many moves around the world. The world and around the country. Yeah.

Jerry: Nice. Yeah.

She's such a great connector.

Naomi H.: Yeah, it sure is. And she's amazing.

Jerry: Yes. Now you're in Florida. Is that correct? Did I remember correctly?

Naomi H.: Yes. Currently in South Florida, about 45 minutes from Miami. And we, we happen to move a lot. So who knows? Awesome. We'll be in the future, but yes, currently Florida.

Jerry: Now my mind. My wife and I are binge watching Griselda right now on Netflix, so of course I automatically assumed you're in the drug trade, but that's not it.

I mean, [00:01:00] not really. Not really. Jerry watches too much TV. We've now established. Well, and

Naomi H.: we're currently binging the Traitors series. Oh, I need

Jerry: to watch that too. We watched Traitors

Naomi H.: U. S., and we are now watching Traitors U. K., and the next will be Traitors Aussie. Ooh. Mm. It's, it's great. It's a reality game show where a group of people go in and three ish people are chosen without anyone else knowing to be traitors and the rest are faithfuls and they have to go through this game and try and exit and exonerate the traitors.

But every night the traitors murder someone.

Jerry: Oh my gosh.

Naomi H.: And so it's really fascinating.

Jerry: This is Among Us, but in real life.

Naomi H.: Yes. Yes. And it's held in a castle, I think in Scotland somewhere. Oh man. It's just really fun.

Jerry: Yeah. Yeah. Yeah. Oh, man. Now I'm

Naomi H.: neither a traitor nor in the drug industry,

Jerry: man. But after we're done recording, my wife and I are supposed to go out and get groceries.

But I think I might, I might get her hooked on this because our whole family short story during the pandemic, I was working in Dallas. My family was in Corpus Christi. That's like eight hours, six to eight hours [00:02:00] apart, depending on how fast you're able to drive through Waco. But among us was like the game we played to stay connected.

And we tried to get in the same room together and play each other. And Yeah. Memories, memories. Yeah. So good, good old pandemic story there. So your family, you've got a family. Tell us a little bit about them. You know, which one's your favorite child, all those things.

Naomi H.: So I am married. We've been married for going on 21 years, and we have three children.

The oldest is just turned 29. And then we have a 20 year old and a 17 year old. We are in the process of navigating the last one, the youngest. To college this August, she'll be going to LSU. And then we are in the process also of navigating our middle child from where he is in North Carolina, he'll be going to finish out his college years in outside of Atlanta, Georgia.

And then our oldest is working in the aviation industry. So you know, those of you that are listening with little children You may be desiring for that day when it all [00:03:00] ends and parenting, I don't think ever really ends.

Jerry: I remember. When they were little, people would always tell us, Oh, enjoy it now because it'll go by so quickly.

I'm like, old people now, now we're old people. It's like it did go by fast, man. So You do a lot of work with organizations around, you know, having a game plan and a framework for like leaving well, I know I got to be a guest on your show and talk about a time when I left my job real well and, and kind of like, what kind of legacy do I want to leave as a leader?

I think we talked a little bit about my T.E.N.T. Framework, those kinds of things. But what was it that inspired you to to help people in this way to, like, be able to have that, that confidence in their decisions to leave confidence in the organization that's experiencing the person who's leaving, that's a big question.

But yeah, what, what's gone on in your life to say, I am qualified and people need this

I'm going to help them?

Naomi H.: Yeah, that's it. It's a big question, but it's a really good question. So I for the longest time in my adult life, early adult life worked as a paralegal [00:04:00] for lawyers and also was a lunch lady at a local high school.

The beauty of that local lunch lady job was that I got to be off work at the end of every day. At the same time, my son, I was a single mom at the time, and I got to be off work every day. At the same time, he was getting out of school. If there was a snow day, we got to stay home together. If there was a school holiday, I was not at work either.

And so it was a really beautiful way to. do what I needed to do for myself. Fast forward to getting married. We lived all over the place in the United States and then also moved overseas to live in New Delhi, India, and also Singapore. And so during those times I wasn't working, I didn't have a work visa, but I did a lot of beautiful volunteerism and a lot of really amazing initiatives.

When we moved back to the United States, then I continued my volunteerism, did a lot of political work and a lot of social impact type work. Volunteering and I found myself volunteering for moms demand action, which is a gun violence prevention organization. And in the, in the, in the space [00:05:00] of that an organization reached out to me habitat for humanity and asked if I would come work for them.

And it wasn't just that she was the executive director. Wasn't just seeking me out for my expertise, which that was part of it. But I also, as a young single mom had a habitat house. That I was raising my son in and so it was this beautiful full circle moment of her realizing how amazing it would be for me to bring my experience of being a Habitat for Humanity homeowner and bring my skill set into the workplace.

So I worked there had a large team that encompassed the mortgage side, the community facing side. And we also did the mortgage side of things. So when someone would close on their house and Through that experience with that team, I started to realize how important it was that the values of the organization come all the way through and around in a red thread kind of way.

The work that we were doing and it wasn't, there was a huge mismatch and a [00:06:00] huge misalignment. And so after a couple of efforts really intentional efforts to try and make that shift, I knew that it was time for me to go because those things weren't happening. And whether they should have or not is, is not really, you know, mine to say, but for me, it was a misalignment.

And so I left. And in the leaving I like to say that I left loud meaning that I made no bones about it with my team about the why. I also wrote the executive director a letter. And ask that she share it with the rest of the leadership team and with the board of directors, whether she did or not.

I will never know. But I didn't want it to just be an opportunity to sweep things under the rug and say she left for another opportunity or she left for something else. I also didn't have anything else lined up at the time. And my last day of that job was the day that COVID hit the United States.

So it was kind of a wild decision to have made

Jerry: great timing, by the way.

Naomi H.: Great timing. Yeah. The beautiful thing though, that happened was [00:07:00] as, as I had that intention to leave loud, people started calling me to say, how did you do that? Like, how did you get the guts or how'd you have the decision confidence to make that choice?

And then. Carry through with what you said that you would do and so I started kind of counseling folks just one on one on the side 30 minutes 45 minutes several hours and then when people start coming more and more regularly and when organization start reaching out I realized I probably need to formalize the work.

The beautiful thing about formalizing the work was that I didn't have to go far to figure out how it was that I knew what to do expat families, military families, missionary families, folks that are in the death and dying world of hospice. They all have been using the concept of leaving well for quite some time, which is leaving the place or the post.

Or your life with really beautiful intention and thoughtfulness so that you can go to the next thing with joy. And so I flip flopped a couple of things and made it work in the workplace. And so that's kind of the origin [00:08:00] story of

Jerry: leaving. I love that. And so you took in a situation where you left loudly and you made no bones about it.

I think the thing that stood out to me just now was, you know, thinking back to my own experience at the end of 2022, when I left my previous job. Yeah, it left very professionally and I will still speak highly of the organization to this day because I love the work they do. I love how they run things.

It blows my mind that they do things still in old fashioned way that really shouldn't work anymore, but the people there make it work because they're so in tune with their why. And, and as a result, they have lower turnover than the typical organization in that industry and so on. But the thing that stood out to me was your experience after you left, because I left and I put my focus into publishing a book.

Promoting the podcast that we're on right now, and then thinking about what do I do next? And so when people are reaching out to me, I'm thinking, Oh, great, they're going to hire me to be a keynote speaker in their organization, or they're going to hire me to, to come in and do a workshop for them, which I had some folks do that with my friend, Scott, my friend, [00:09:00] Val, my friend, Linda had all booked me and Cameron and Chad from another organization.

So I had some friends come forward and hire me, but I started thinking like, okay, they're all going to reach out and do this. All right. It was probably like a four to one ratio of guys offering me work versus. The same question you got. How did you do that? How much savings did you have saved up? Like how many months can you go?

What if it doesn't work out? Are you able to go back to your old job? And like all the concerns that are keeping them from taking their leap of faith for whatever reason. That was the bulk of the conversation I was getting. I'm thinking, why are they doing this? I'm like, well, I guess I do have this podcast about getting unstuck and it would make sense.

Yeah. I'm probably starting to realize I had an opportunity here to help others in a particular way, a different route altogether. But the cool thing with you is you realize is this pattern. People are asking me the same questions. How did you do it? How did you work up the courage? What did you have in place to make the transition?

What are you going to do now? What do I do now? And all those kinds of things. [00:10:00] And now you're helping them do that. And so. He even mentioned something that's near and dear to my heart, the military life, you know, yeah, we get a new home every two to three years, new friends, new home, new landscape, everything.

I guess what are some of the things that we need to keep in mind when, like, when do we know it's time to leave? I think that's the next best question. When do we know it's time to leave or stay? Like,

Naomi H.: Yeah, that's a really good question. And often that is the first thing that when I'm working with individuals, so I also work with organizations.

But when I'm working with an individual, that's always the first question is, I think it's time to leave. But how do I know? And my question back to them is, is actually to first talk about what else is in their life that's happening. Where are they volunteering? Where are they spending their time that's not at work?

Sometimes the people that reach out to me, it's not time to leave their job. It's time to resign from their board service on the board that they're not aligned with anymore. Or it's time to pair back on their volunteer hours with the the dog shelter or whatever it is that they're doing. Sometimes we don't really understand our own work life balance that we've [00:11:00] created for ourselves.

And so we blame the job. Now, there's a lot of other times when it is the job. And so some of those things like, Okay. I experienced was when there was a values misalignment when there was a big misalignment with the way that the work was getting done. Sometimes it's as simple as, especially if you're in a nonprofit or a social impact space, when you start to feel like your work isn't actually serving the community that it's meant to serve, that can be another indication that it's time to go.

Sometimes going is not your choice, however, so I think that's also really important to talk about. There are layoffs and, redundancies and being fired. And so in the, in that case, I have a blog post that I would point people to on my website that talks about what to do when you are facing a job loss.

That was not your choice. But I think going back to the original question. The one thing that I would say that's most important to think about when you're Wayne, whether it's time to go or not, is what do you know that's true about what impact you have to leave in this world or in this [00:12:00] place. If you still have impact at the job that you're in, maybe it's not time to go.

If you have something else that has a larger impact or that more settles in with your soul that you want to be focusing on, then maybe it is time to go a lot of what we do with leaving. Well, is less about knowing when it's time to go and working on what to do. Once you've made that decision some of those things are really embedded in knowledge transfer and how you can contribute to the organizational health as you go of the organization.

And I think that probably is another. Important thing to talk about here is that knowledge transfer and how to protect your own legacy. You did a great job of it, yourself, Terry, when you left from our conversation. And so for those of you that are listening who have made the decision or are getting really close to it thinking about how you can leave the knowledge transfer behind is really important as well.

Jerry: I was thinking about a time when I'd been fired from a job, but the only, I guess, officially went down as a mutual separation of or parting of [00:13:00] ways. But the conversation that preceded it was somebody who really wrongfully fired me. I mean, I could have gone to HR with, this is why I'm being fired.

Here's all the evidence to show this is hogwash and they even offered my job back, but I told him eight I went today, but I'll stop to put this fight up tomorrow and the next week and the next week. And that's just not healthy for me. And that's when it became a mutual parting of ways. During my, my, my last two weeks in that organization, it was all about.

Okay, well, I'm leaving. I still want to keep the door open with this organization. I know this person won't last. I don't know how long, but I know this person won't last. So I created documents and of like where the file saved. How do you do this process? I was, I was being replaced by two people as well.

Yeah, apparently I wasn't good enough to do my job, but now we need two people to do his job. Couldn't have split that up. No, not bitter at all. But I've gotten better places since then. So but one of the people who was taking my, you know, replacing me I, I [00:14:00] understood had done a heavy campaign of why she could do my job better than me.

And here I am handing everything off to her. And it was known throughout the whole office that the politics were there and she was expecting me to not play nice at all. And even told, you know, My boss that yeah, he's not helping me at all. And we had a whole conversation. We had to involve HR at this point.

And so we got it all squared away. I had my first meeting with one of the people replacing me and, and she was just surprised, like I had everything lined out for her. I'm handing files off. I'm like, you could access this now. I've already called it. You you're being set up with this access, this access, and this access, if you want to be successful with, or without.

Our boss in the picture. These are the things that must have happened. Here are the key people you need to know. Here are your big allies. Don't step on their toes anymore. And she was just like, why are you doing this? I'm like, because this is who I am. You know, we say in orientation that the program I lead, I, you know, the Benjamin Franklin quote, I don't treat the other person like a gentleman because [00:15:00] he is, but because I am.

And, you know, I was taught in the military, you leave a place better than you found it. That my success, is not dependent on what I do when I'm around, it's what you do after I'm gone. And so you are essentially a reflection of me after I'm gone. And so I'm, I'm going to hand everything off to you because that's who I am.

And she was crying and I can see that, you know, I got it. I didn't say the things to make her feel bad. I was telling her, this is just who I am. This is my line in the sand. This is my swan song and how I'm going.

Naomi H.: Yeah.

Jerry: And I don't think she'd ever seen that in her entire career. And so I don't know what happened to her after that.

I heard after about three or four months, she just died. Disappeared, which kind of irked me a little bit because she was trouble to campaign for my job and then quit after four months, just like disappeared. And I'm like, Hmm, but anyway, now you were talking about like organizationally though, like, so we were at the individual level, like, how do you know when it's time to leave?

You talked a little bit about you know, leaving that legacy and [00:16:00] transfer of knowledge and so on, but organizationally I know there are a lot of leaders out there that. Don't handle these types of transitions. Well which does hurt when it comes time to. Rehire somebody back, it kind of closes a door where you can have this person come back being trained and experienced, built by other companies on their dime and you get them back because that's happened to me and it's, I've done it for other folks.

But what can organizations do to help people leave well and also kind of be a part of their, their journey in a positive way.

Naomi H.: Yeah, I think that there's so many things. And I think before I go there, I did want to talk just a little bit about two key things that I think someone who's leaving in terms of that knowledge transfer exactly what you were talking about, Jerry, around documenting your processes, documenting the most important things.

Sharing with the person who's incoming. When you said that about the allies, that is so important knowing who that you can go to or who can help you get your work done. That's huge. And leaving that behind is really important. [00:17:00] For your own personal sake as you're leaving, one thing that I like to suggest folks do a lot of people will say, well, clean out your email inbox.

People are always, you know, somehow fearful that there's going to be something that someone will see in there. No one goes and looks at your email inbox, I promise you. But one thing I recommend is that you go through your drafts. What do you have saved in draft? That will give you an indication of what you might want to prioritize over your last two weeks or your last four weeks.

Typically, those are the things that you either don't have time for usually, or they're an indication of projects that you are really meaningful to you and you just haven't had the time to get to them. So going through your email drafts is a really important thing. The other thing I recommend people do is even though most organizations will have an exit interview, exit interviews for the organization are really just risk mitigation.

They're making sure that That there's nothing lingering that they don't yet know about grievances, complaints, et cetera. If you take matters into your own hands, though, and ask for your own version of an exit interview, that gives you time to share, maybe not your complaints or your, you know, [00:18:00] stick it to them one last time comments.

But instead use it as an opportunity to tell them about really things that you see in the vision and the future of the company that they might want to look out for that you might otherwise take with you. That can be really powerful. So going back to your question about what organizations can do. I think the first thing that's so important is the realization that people leave.

Like until organizations start to just acknowledge that as a reality people leave, whether it's work of their partner that takes them away, whether it's family needs, whether it's a change of scenery and climate, there's all sorts of reasons. Another job, obviously. And so when organizations can say, okay, if we know this to be true.

Then it's a really imperative mission almost to treat the offboarding and the exit the same way, if not in more gusto than you did the entrance and the onboarding. We talked about this a little bit when you were on my podcast about kind of the bad apple spoils the bunch. If I [00:19:00] leave and I am not happy about the way that I was Exited out of the organization that harms the reputation of the company because I can guarantee you people will talk about the company and wouldn't you rather them talk about it in a way of like, you know how they treated my last day.

It was amazing. That makes people want to go to that company in the future. I think there's a couple of really practical things that you can do as an organization. If you are a leader by title, or if you have decision making power, I Conduct a really thorough examination of how you communicate with your team and across your internal areas.

People leaving, if we acknowledge it's a reality, the next best thing you can do is communicate it to the rest of the folks. The stayers, not stayers like that you climb up to your second floor, but the people who stay are paying attention. And if you handle someone leaving in a really poor way, or if you ignore it altogether, there's people watching the entire rest of the team is, is making notes of how that happened.

So communication is really key. I think the other piece that's really [00:20:00] powerful is to have a conversation with the person exiting to talk about what they recommend for the person that's coming into the role next. Like you said, They had two people come in to replace you. If they would have had a conversation with you about what should go off to someone else, if you think about like swim lanes, if I have roles that are inside of my swim lane, what should be passed over to the person swimming next to me or the person on my right that can also go a long way in helping to keep that culture of your team going strong when there's an exit.

Jerry: I've been in organizations where they do exits pretty well and because, I mean, I had to get hired at some point and you can tell when you come in that they've welcomed you. They have everything lined up and ready to go. Yes, they missed the person who left, but they're also welcoming the person who came in.

And a lot of what the previous person had is there for you to access and utilize. And And I've seen that. I've also seen places where it's just a meat grinder for personnel. And it's just sort of like, all right, we'll [00:21:00] figure out your name. If you make it six months, you know,

Naomi H.: well, and there's, I see all the time organizations that almost there's sometimes that they forget that someone's starting.

On a certain day, and that poor person is left to kind of fend for themselves, even if you don't do it perfectly, even just acknowledging, like, there's a lot you're gonna have to catch up on. We're here for you. We're in the middle of our own turmoil. Stating the obvious is also sometimes really helpful to just say onboarding is hard.

Having you come into this role is going to be challenging. I mean, there's some simple stuff, though, you know, make sure that they know where to go. Having them assigned to a person that can at least show them things like, I mean, my gosh, if you walk out of this door to take your lunch break, the door locks behind you, like, you know, having someone just that can help with those kind of little things as well as if you have an internal hub, tell them the most important three locations that they're going to want to be in that internal system, whether it's SharePoint or Google drive or whatever, there's nothing worse than being on your first day or two and trying to [00:22:00] navigate, navigate the file system.

Jerry: A

Naomi H.: thousand

Jerry: file folders in this thing. And where do I start and why are the things in four different places? And yeah,

Naomi H.: another really good practical thing that I think an organization can do, and it's not a heavy lift, create a one page reading guide, have it, have those links to the most important places, make sure that you share with them, maybe A recent podcast interview that someone was on from the organization or a recent article, make sure that you can they can find easily the mission values, all of those things of the organization that can go a long way to help someone feel like they're embedded into the organization and on week one.

Jerry: Yeah, and those core values, especially if they're being lived out, right there on the first day, you're giving somebody guardrails on how to make decisions like I don't know any policies, but I know that dignity, compassion, excellence, integrity and stewardship are the five core values of this organization.

So when I'm dealing with this person, it's got to have integrity. I got to not waste anything like their time, the money of the organization, those kinds of things. And so you already have those guidelines, compassion. It's like, [00:23:00] boom, I could do that. I could treat people well. Yeah. And

Naomi H.: it also some of this is what we're talking about also is really beneficial for the person listening.

Who's a leader and they might say, well, we don't have anyone leaving right now. Exactly what you were just talking about is things that you can do regardless of when someone's leaving the biggest 1 being operationalize your values. Yes. If you have a set of values that don't. Aren't obvious in your organization.

One of the biggest ways that you can quickly start to operationalize is say to like, say to yourself, if one of our values is compassion, then add a sentence below it that says, you'll know that compassion is living in our organization when we do this dot, dot, dot. If the value is sustainability, you'll, you'll know it when you see our decisions reflecting this dot, dot, dot, that helps.

Immensely with your culture and it helps along. It goes a long way when you're hiring new people. The other thing that's powerful when you're operationalizing your values is when you're hiring people, ask them to tell you during their [00:24:00] interview what that value means to them. Oh, shoot.

Jerry: Yes. Yes. Okay. Man, I wish I had done that in the past now.

Oh, well. Yeah,

Naomi H.: and and what's really beautiful is there's really not a wrong answer You'll just be able to it gives you a spectrum of if say it's compassion if someone answers in a way that you're like That's exactly it. That's what we want. Then that helps you make that decision if someone is like You know, it's a more mediocre answer or something, then that's not that it's a wrong answer.

It just gives you more of that right fit. Ding, ding, ding.

Jerry: Especially if they can give you a, like a star example out of that. Like, oh yeah, there was this one time where I was coming into work. I was a few minutes early and I saw somebody just out front kind of lost. And I just simply asked them, is there somewhere you're trying to go?

And they told me, I'm like, oh, I could take you right there. You know, that's an example of compassion, for example, just an example twice, but that's not important. So individually, you know, taking that time to reflect, you know, is it even time to go?

You know, is it something else going on in your life? [00:25:00] Are you still making an impact with the work you're doing right there? Those will help you decide. Maybe it's not time to go. Maybe it's time to address something else going on in your life. And then maybe you have a conversation with your leadership about prioritization.

And, and. You know, changing the work structure there. I just added that one. But if you do decide it's time to go leaving well includes things like having a plan for knowledge transfer, you know, what are the key responsibilities that you need to hand off to somebody who you handed it off to? Where do they find the keys to the kingdom in a sense?

You know, who are the allies even like, you know, you might be the person responsible for signing off on invoices. But where do they go after that? You know, you don't just send them anonymously. Maybe you do. But I was in an organization where you send it to a very specific person by a certain time each day.

And does that person know that you're leaving? Because otherwise they'll just email the boss a month later and say, Hey. I haven't gotten invoices from you guys in the past month and collectors are starting to call.

Naomi H.: Going off of that a little bit too, the other really cool thing is, especially if you are engaged with the [00:26:00] community or you're engaged with the outside stakeholders the other beautiful thing in your final weeks is to bring in, especially if you know who's coming in to replace you, or if it's someone else in the organization that's going to be Taking some of your roles and duties, bring them into the email thread and introduce them.

That goes a long way just by saying, Hey, I'm not responsible for this. But in the meantime, you're going to want to talk to the so and so the other really. I think important thing is to ask your organization if you can write your own out of office message. Sometimes it's just so impersonal and it goes a long way to have one extra sentence that just says something like it's been a pleasure to serve or whatever it might be.

But that's a good ask.

Jerry: It's like my friend, Spencer Clancy says that you kind of want to leave the door open for folks, especially if they're, you know, good performers that are, they get along well with everybody.

And the transition is hopefully because that's the next best stepping stone in their career. But for whatever reason, if you feel there's a great opportunity for them to come back and, you know, re engage and be a part of the [00:27:00] You know, now might not be the time, but you want to leave that door open and helping that transition.

I've been in organizations that helped that with me. And I would love to go back to them. And then I've been in organizations where I'm like, yeah, I'd go back, but not as long as that guy's there or, you know, or somewhere it's like. I will not go back unless they do a complete overhaul. I don't want to recommend anybody to them.

And so it's, I've been in that whole spectrum. You probably have as well. And you know, the ones that treated me well on the way out that, that let me know that I would be missed and they're happy for me. Those are the ones I want to go back to. So it's, it's very important for that. And, you mentioned, you know, exit interviews being that form of risk mitigation.

It's like, yeah, what, why was this guy mad? Okay, note to self, let the HR lawyers know this guy might come back and sue us, or this guy might not, or, hey, let's keep an eye on the guy. That was the reason why this guy left.

Naomi H.: Well, and another really helpful for, for the organizational leader. Another really helpful preventative or proactive measure is to institute something that a lot of people call [00:28:00] stay interviews that you add it to the whatever annual review cycle or the quarterly review cycle.

And instead of it being a way to measure risk and flight risk, you. Have it be more personal and more human centered. And a lot of really good state interviews ask questions like, what are you excited about doing that isn't currently on your plate? What have you seen someone else doing that you're excited to potentially bring in?

We used to with my team at Habitat for Humanity, we'd use those state interviews and people always gasp when I say this, but we'd use them to go over their resumes and update their resumes. And people are like, why on earth would you want to update the resumes of your team? When that's what would indicate them leaving,

and for me, it was a way to have everyone have more acknowledgement and awareness of the big stuff we've been working on.

It was also a way to say, you know what, you need to put that on your resume because that reflects well on the work that we've done together. And it really. That didn't change someone wanting to leave or not just because we were updating resumes together. But that's a really powerful and [00:29:00] potent thing to

do.

Jerry: Gallup, they do tons of research every year about why do people leave their jobs? And I know the top five reasons are lack of clarity of what success looks like in my job. Lack of connection with my, with my coworkers, as well as the organization's mission and vision. But then the next two are I didn't have opportunities for growth to gain new skills.

And I didn't have opportunities to apply skills. I either recently gained or already had to help the organization. So those two about career growth are here to, when you take the time to do these stay interviews and you're saying, Hey, let's talk about your resume. You are literally and tangibly telling them and helping them see for themselves.

Here are the ways we work together to professionally develop you through education, through exposure, and experience. The big three E's from Lee Cockerell. See, Lee, I paid attention to our interview. He doesn't listen to my show, but if he did, he'd hear that one. That is brilliant because they, they get to see, yeah, I, oh, well, I did work on that [00:30:00] project a year ago.

It's like, yeah, that was this year.

Naomi H.: The other really important thing that you can do during stay interviews, I think, is review and refresh job descriptions. So if I'm working, you know, on a stay interview with someone who reports up to me and I say, let's look at your job description, a lot of times you'll find things that were initially they were excited about the job, and it might have even drawn them to the job.

And it hasn't been prioritized. So it's a good way to say, you know what, I really am hoping to be able to do that thing that was on my job description that I haven't been able to touch. Or it's a really good place to also say, I'm really overwhelmed with all of the things in my job description, and it's a good opportunity for someone's walking out the door.

To then pass parcel out and redistribute the work. So reviewing job descriptions on an at least annual basis is another really smart thing to do for organizations.

Jerry: Love that. Love that guys. Are you hearing this leaders, HR peeps? And yeah, I guess everybody else.

Naomi H.: Well, and that's the other thing I keep saying either organizational leader [00:31:00] or leader by title or someone with the decision making power.

That doesn't mean that if you are listening and you don't have. Decision making power it doesn't mean that you can't bring that to your manager it doesn't mean that you can't say instead of having our weekly check in this

week i'd like to instead use it to review my job description we can take back some of that power and that control and that's actually one of the things that i say a lot of times that it's it's up to us and it's time to look ourselves in the mirror and realize that we pay play a powerful role in the system it's not just if we are a leader we need it Either can choose to exist inside of our power, or I said that wrong.

We can either choose to exist outside of our power, or we can choose to decide to shift culture and to create transformation. And I think that's really important to remember. Even if you don't have a title that denotes that you're a leader, or if you don't have a lot of decision making power,

Jerry: I love that.

And I know we're running out of time, but you have a book out there leaving well for [00:32:00] the organization, a navigation guide for workplace transitions. And it's in paperback and it's been out since October of 2023. So yeah, if you're in a leadership role. You definitely want to get your hands on this.

If you're an organizational development, talent management, grab a copy of this book. It'll help boost your career as you're helping boost the impact your company has its legacy. And then so now you work with organizations in this respect to have these transition plans to be able to help people transition well, whether it's from one job to another internally or out of the organization so that.

They're leaving that door open in a positive way for people to come back with more skills and more experience, but you also work with individuals, if I remember correctly. So yeah, tell us more about how we can reach out to you.

Naomi H.: Yeah, I'm currently shifting away from the individual work at the moment, just from capacities sake.

What I primarily do at the moment is work with organizations, either organizations who have recently had a leadership executive director transition and they need some support in the interim. So I'm [00:33:00] currently serving as interim executive director for a nonprofit or I will work with organizations who want to be proactive kind of up the river upstream kind of work to do it on the proactive standpoint.

But individuals can also reach out. There's a section on my website at Naomi, how to wait. com. You can choose organization or individual and it'll kind of take you down a path of the different things that I offer.

Jerry: Awesome. And then before we go, any final words of wisdom?

Naomi H.: I think the final word of wisdom is that you do decide.

It is sometimes disconcerting to live in the world of capitalism and feel as though you are tied up into it and don't have a deciding Voice in what you do for your work and how you do your work. But I'm here to remind you that you do, there are simple and small changes that you can make to bring your power back into it.

And when the time is right and the time is necessary that you leave you can leave with intention and purpose and it is possible to leave with joy.

Jerry: Awesome. Naomi, it was great to have you on here, Mary. Thanks for the introduction between the two of us. And I [00:34:00] think that's, yeah, that's a wrap.

Thank you so much.

CLOSING SCRIPT

And that's a wrap on our conversation with Naomi Hattaway! We covered so much ground today, from recognizing the signs it's time to leave a job, to the importance of knowledge transfer and open communication for a smooth transition. We also explored how organizations can foster a positive work environment and mitigate the negative impacts of employee departures through stay interviews, clear communication, and operationalizing their values.

Remember, whether you're an individual contemplating a change or an organization looking to improve your offboarding process, Naomi's insights offer valuable guidance. For more information, be sure to check out the show notes at beyondtherut.com/417. Thanks for listening, and until next time, remember, leaving well is not just about saying goodbye, it's about setting yourself and your organization up for success.