



As a Manager, How Do You Address **QUIET QUITTING?**

BY JENNA BAYUK

Quiet quitting is the fast-growing trend of doing the bare minimum at work.

With quiet quitting, you do what you need to do to fulfill your role description but nothing more. This trend is not only a sign that employees are mentally checking out but also a strong indicator that the work culture at their job is unhealthy. As a manager, how should you address quiet quitting and begin reengaging your team?

QUIET QUITTING, AND WHY IT MATTERS

The trend of quiet quitting is not a new one, but it has gained in popularity over the past year. According to a Gallup survey in June 2022 of workers aged 18 and older, more than half of U.S. workers have clocked out and are psychologically disconnected from their jobs.

If you're a quiet quitter, you'll show up for work and carry out the tasks that you need to, but you won't go beyond your outlined duties. There will be no taking on extra tasks or pulling together to support the team on certain projects, no volunteering to plan activities outside of work, or no responding to emails outside of work hours.

While there is nothing wrong with doing the work you're paid for, at least on the surface, the reasons for doing the absolute minimum are why quiet quitting is bad—bad for business and bad for the individual.

As a rule, people like to feel included and want to be part of something. And this includes wanting to be part of a team at work. Most employees want to be more than simply their job title. They want to have a purpose and strive for a bigger goal, play a part in the business, and feel valued. Without this, employees will switch off.

When employees don't feel listened to or believe that their work matters, they'll feel unhappy and dissatisfied and want to go through the motions of their role rather than work hard to help achieve the company's goals. This is damaging for the quiet quitters and the business culture alike because it prevents the growth of the individual and the company.

HOW TO TACKLE QUIET QUITTING

Quiet quitting is a sign of poor management, and the first step in tackling this phenomenon is for managers to become strong leaders who can engage with the team and understand the needs of their employees. The CEO of the business should provide proper leadership training, as company culture comes from the top. Training inspires and empowers managers to care about their teams, and this will have a trickle-down effect on the team itself. Managers will likewise want to inspire the team, empower them, and ensure they care about the business and the role each one plays in achieving the organization's goals.

Leaders must be clear about the vision and goals of the team, so that everyone knows where they stand and why their role is important to the wider objective. There should be plans in place to support and enable people to grow.

Here are three ways to address quiet quitting:

Reengage quiet quitters. Employees must be listened to if they are going to care about their job, and managers must ensure they always listen. Without listening, the leadership doesn't know how their team feels or what motivates them. By taking the time to talk to employees and really hear their opinions and thoughts, you can work with each team member to put a plan in place together.

Inclusion is key. If an employee isn't involved in the plan of action created by you as the manager, he or she is far less likely to engage with it. Agree to realistic goals that both provide the right work-life balance and allow the employee to strive for promotion.

Without a reason to work hard, people will stop trying and will just do the key things they have to do, excluding anything extracurricular to their role. It's vital that you, as a manager, provide the reason for employees to work hard and want to engage with the business.

Hire in the right way. To find the right person for a job and prevent quiet quitting in the first place, you must be clear about the demands of the role from the outset, what exactly is involved, and the possible progression paths.

Throughout the interview process, ask questions to try to establish how much candidates want the job and whether they are the right fit for the demands of the role. It's important to ask about previous jobs they've had and what they felt they contributed to those companies, as well as what made them want to apply for this job. By gaining insight into their personality and experience, you'll have a better understanding of whether or not they'll fit with your team.

Once you have hired a new staff member, make sure the onboarding experience is a good one. In addition to the core training, introduce the employee to the rest of the team and wider business, communicating throughout just how their job fits in with the business strategy and what the expectations and opportunities are for that employee. When you settle new staffers into their roles well, they are more likely to feel valued from the start and incentivized to work hard and be a team player.

Be clear on goals and give feedback on a regular basis so that everyone knows where they stand. By making time for feedback, you also create opportunities for employees to give their own feedback. If they're unhappy about anything, then you'll be able to fix it before it becomes a bigger issue.

Creating a culture of openness is beneficial for all since employees need to feel comfortable discussing any mental health issues they may have. Through communication with your team daily, you will be able to detect any possible problems or areas where staff may need extra support.

If communication is poor, you won't know when employees are feeling stressed, unhappy, or unheard, and you won't be able to



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take the necessary actions to remedy the problem. It is when work stops being appealing, rather than something employees want to be part of, that quiet quitting takes over.

Support mental health and well-being. There is no denying that the COVID-19 pandemic and economic crisis have taken their toll on many of us. We are under financial pressure with rising bills to pay and increasing levels of job insecurity to boot. If, on top of this, we don't feel good about work but instead just show up and do the bare minimum—which can lead to feelings of pointlessness or worthlessness—then our mental health will suffer as a result.

According to Forbes, 52% of workers experience burnout. Burnout is when you feel utterly exhausted, both physically and emotionally. Employees who experience burnout will be unable to fulfill their work duties and either need time off or decide to quit altogether. This is not a good outcome for the individual or the business, as it risks losing real talent.

The key is to provide support for employees' emotional well-being so that there are alternatives to simply quitting work. People need to feel free to express how they feel and tell their manager if they're stressed or unable to cope well at the moment. Without a culture of openness, employees may choose to walk away rather than stay and try to find a way through it.

To work beyond the boundaries of their job requirements, employees not only need to be involved and feel valued but also need reassurance that they'll be listened to if they have an issue

or something they want to discuss with their manager. This open culture must come from the top, and leadership must be clear in their communication. Employees must know that they will be supported and that this support is always available if needed.

If your team talks to you, you can continue to collaborate and work together. You can make extra plans to support an employee who needs time off because of exhaustion, or you can find a way to reduce the stress an employee is feeling because you know what's causing it. By talking, you can be proactive and keep your team engaged.

The worrying trend of quiet quitting must be addressed by managers. The good news is that an effective manager knows how to get the best from the team, motivate and inspire employees to work hard, and collaborate with colleagues. Most quiet quitters have been neglected and left to disconnect from the business. By reengaging with them, you should be able to make them feel they are listened to, valued, and a pivotal contributor to the overall business goal, and give them the necessary incentive to go above and beyond in their job. [🔗](#)

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