

**They Don't Stay Like They Used To: Cultivating Belonging and Engagement**  
**Wednesday, April 17 from 10:45-12pm**

**Articles About Shift Shock**

Devin Tomb, *72% of Muse Survey Respondents Say They've Experienced 'Shift Shock,'* (Aug. 2022), available at <https://www.themuse.com/advice/shift-shock-muse-survey-2022>.

Kathryn Minshew, *If You Already Hate Your New Job, It's Fine to Quit*, (Mar. 2022), available at <https://www.bloomberg.com/opinion/articles/2022-03-13/if-you-already-hate-your-new-job-it-s-fine-to-quit>

Brian Bingaman, *What to do about 'shift shock' - the No.1 reason by Gen Z and Millennial workers are quitting*, (Dec 2023), available at <https://www.hrmorning.com/articles/shift-shock/>

Peter Horvath, *New Hire's Remorse: A Review and What to Do About It*, (Nov. 2022), available at <https://vault.com/blogs/vaults-law-blog-legal-careers-and-industry-news/new-hire-s-remorse-a-review-and-what-to-do-about-it-part-i> and <https://vault.com/blogs/vaults-law-blog-legal-careers-and-industry-news/new-hire-s-remorse-a-review-and-what-to-do-about-it-part-ii>

Robin Madell, *What Is Shift Shock?*, (Feb. 2024), available at <https://money.usnews.com/money/blogs/outside-voices-careers/articles/what-is-shift-shock>

Bryan Robinson, Ph.D, *'Shift Shock': Among The Top 10 Workplace Trends Sweeping Social Media*, (Mar. 2024), available at <https://www.forbes.com/sites/bryanrobinson/2024/03/10/shift-shock-among-the-top-10-workplace-trends-sweeping-social-media/?sh=21c9cf426895>

**Resources for Employers**

**How to Properly Welcome New Staff**

Gleb Tsipursky, *A Guide to Onboarding New Hires (For First-Time Managers)*, (July 2023), available at <https://hbr.org/2023/07/a-guide-to-onboarding-new-hires-for-first-time-managers>

Sinazo Sibisi & Gys Kappers, *Onboarding Can Make or Break a New Hire's Experience*, (Apr. 2022), available at <https://hbr.org/2022/04/onboarding-can-make-or-break-a-new-hires-experience>

## **Training and Supporting Managers to Create Culture**

Emily Field, Bryan Hancock & Bill Schaninger, *Middle Managers Are The Heart Of A Company*, (July 2023), available at <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/middle-managers-are-the-heart-of-your-company>

Zahira Jaser, *The Real Value of Middle Managers*, (June 2021), available at <https://hbr.org/2021/06/the-real-value-of-middle-managers>

Emily Field, Bryan Hancock & Bill Schaninger, *Don't Eliminate Your Middle Managers*, (Aug 2023), available at <https://hbr.org/2023/07/dont-eliminate-your-middle-managers>

## **Resources for Candidates and Candidate Advisors**

Sarah Jackson, *Nearly Three Out Of Four New Hires Regret Accepting A Job Offer. Here Are the Questions To Ask To Make Sure It Doesn't Happen To You*, (Apr. 2022), available at <https://www.businessinsider.com/questions-to-ask-in-interview-to-avoid-new-hire-regret-2022-3>

### **Questions Candidates Should Consider During The Interview Process:**

- What is the workplace culture like?
- How is the team constructed and assignments allocated?
- What are some challenges that someone in this role will face?
- Why is this position available?
- What are some of the supports for long term career growth at your office?
- How does your office approach training and development?
- In a year from now, if you told me that I've done a great job, or I exceeded expectations and had great performance, what would that mean to you? And what would that look like?
- What does Diversity, Equity, and Inclusion mean to the company and what active steps is it taking in that direction?
- How are employees of color supported?
- What is your remote work policy? And how does that actually play out for employees in your office?

### **Questions Candidates Should Consider At Offer Stage:**

- Can I come to the office to meet the team? *Ask if interviews were not in-person*
- Can I speak with someone of a similar level of experience on the team? *If the candidate has not spoken with someone of a similar experience level during homework or the interview process.*
- Is there room for flexibility on the salary?
- When do you need me to get back to you on this offer? Could I have one more week to get back to you on this offer?