Anatomy of a Counteroffer - A Manager's Thought Process Employee Submits Resignation Counteroffer NO YES May telegraph Must immediately wrong example initiate replacement to others search **Avoids All** Could undermine Must amend morale budget to reflect additional recruiting costs Manager to take on overflow workload or redistribute to others, or both Additional workload Replacement Search = Extra hours weekly for months until position is refilled Additional training and Added workload orientation will extend could be permanent manager's workload if rehire is not long after a hire is approved by HR on-boarded

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