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Jefferson Co. HR Management Association

Affiliate of the Society for Human Resource Management  
Watertown, WI

# The Keys to Employee Retention

Strategies for Hanging On to Your Talent



Facilitated by  
Jeffrey Russell.

Salt Pond Bay Sunset  
St. John - U.S. Virgin Islands

# How Engaged Are We?

30% Fully Engaged



Nearly everyone starts here in their career/job . . . And every day they make a decision to stay here or to drift into a lower level of engagement.

52% Disengaged



An opportunity to build engagement or return someone to full engagement

18% Actively *Dis*engaged



May not be able to reach these people! Too much history; too much attitude; too much . . .

From: Gallup

Why do people  
stay or go?



# What the Research Says . . .

## Why Employees Leave

- Dissatisfaction with some aspect of their worklife
  1. Bad managers
  2. Bad fit
  3. Bad co-workers
  4. Bad community
  5. Bad salary/benefits
- Better alternatives available
- It's part of their plan
- It's not part of their plan

# Retention Wisdom



The decision to leave a company involves a combination of factors (not just one). When these align, people are likely to leave.

Lustrafjord  
Norway

# What the Research Says . . .

## Why Employees Stay

- The more an employee becomes embedded in his or her job through a **web of connections and relationships** the more likely the employee is to stay and the less likely he or she is to leave.
- The **benefits, rewards, and work environment** of their current job is perceived as more favorable than those offered by other companies.
- **Inertia** – Even if unhappy in his/her job, an employee may stay in the job if it is perceived as requiring too much energy to quit and start over somewhere else.

# Goal of Retention: Community and Engagement

**Community:** The more employees are **embedded in their jobs** and the more they see themselves as part of a community the more likely they will stay.

**Engagement:** The more **engaged** they are in the work that they do, the more likely they are to want to stick with their work and their company.



# Retention Wisdom



**Building community is the single most important action you can take to improve retention.**

Lustrafjord  
Norway

# Effective Retention Practices

1. Recruit Right
2. Use Biodata and “Fit” in Selection
3. Onboard Employees in the Right Way
4. Create Community – Fast!
5. Build Leadership/Supervisory Skills

# Effective Retention Practices

6. Invest in Employee Learning, Growth, and Career Development
7. Strengthen the Factors that Influence Employee Engagement
8. Create an Environment that People find Motivating
9. Conduct Stay Interviews and Pulse Engagement Surveys
10. Ensure Fair and Adequate Total Compensation

# Retention Wisdom



People don't leave  
companies, they  
leave their bosses!

Lustrafjord  
Norway

# It's All About the Boss!

## *What's a "bad boss?"*

- Unclear expectations
- No transparency in decision making
- Setting unrealistic workloads
- Micromanaging
- Not appreciating accomplishments
- Playing favorites
- No support
- No feedback

# Retention Wisdom



Effective leaders increase retention – and 90% of a leader's effectiveness is due to her/his emotional intelligence!

Lustrafjord  
Norway

# Resonant Leadership

Resonant leaders inspire through:

- ◉ Instilling **hope** and vision
- ◉ Being **mindful**, present and attentive
- ◉ Displaying **empathy** and **compassion**
- ◉ Being **emotionally intelligent**

# Emotional Intelligence Defined

Emotional intelligence is the ability to understand one's emotional make-up and the emotional make-up of others and to use insight from this knowledge to effectively manage and regulate one's own emotions to make good decisions and to act effectively in relation to others.



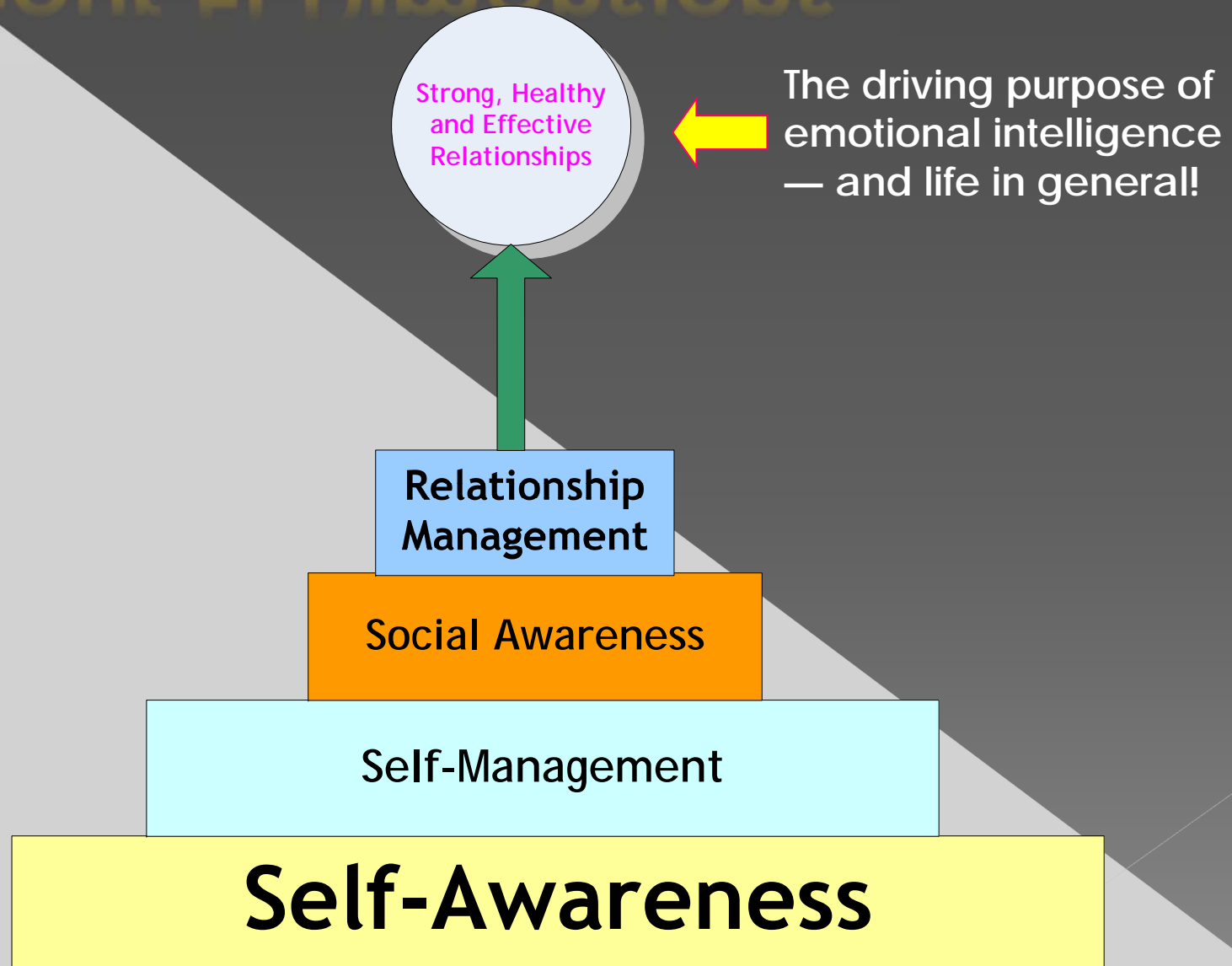
# Why It Matters to Leaders

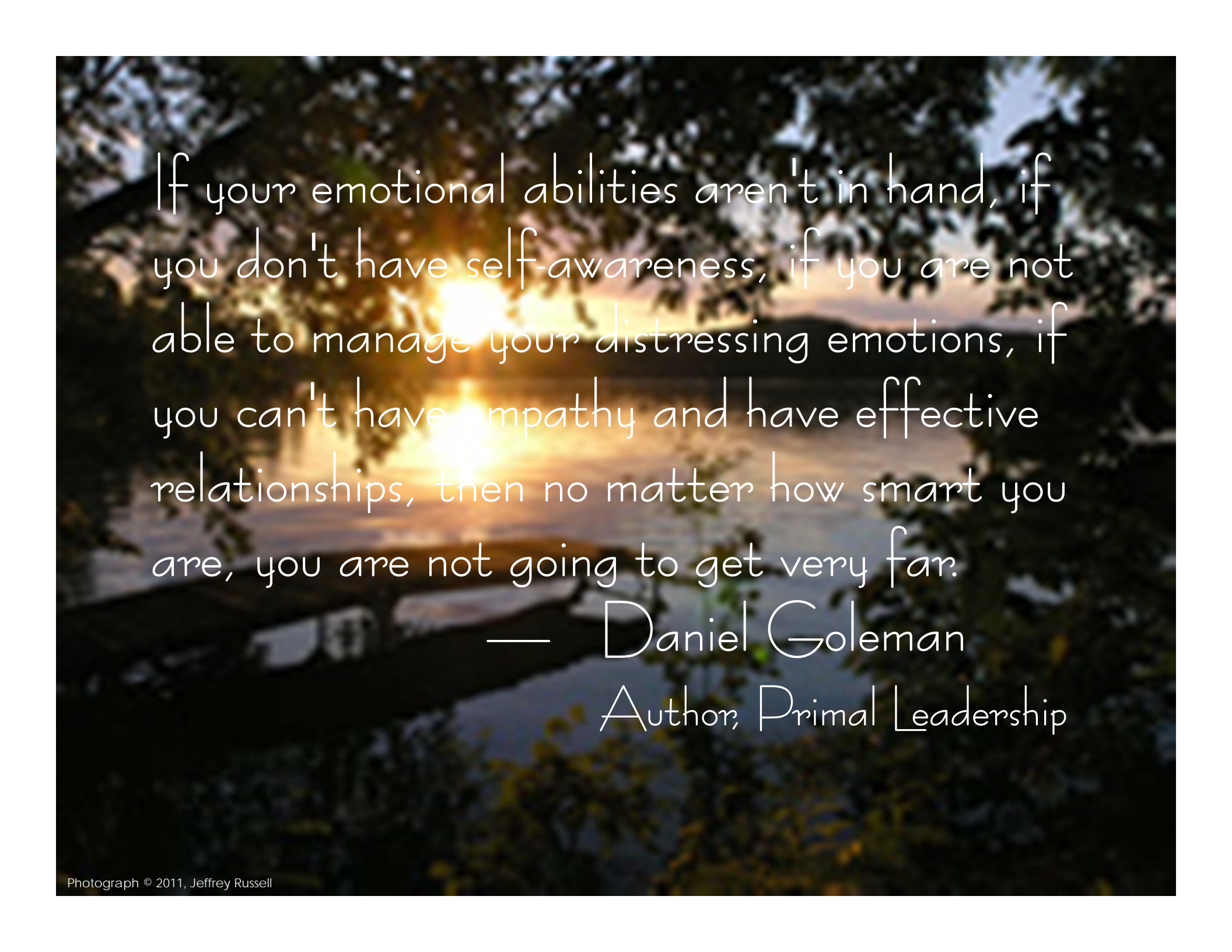


- Technical proficiency and intellectual ability contribute **little** to working productively with others.
- EI **twice** as important as technical skills.
- **90% of difference** between “Star” and average performers is due to emotional intelligence.
- Effective leaders demonstrate **EI behaviors 2 to 7 times more often** than those passed over for promotions . . .

Emotional Intelligence Behaviors	Number of Times this Competency was Displayed as Compared to Those Who Were Passed Over for Key Leadership Positions
Self-control	7 times more often than those passed over
Empathy	3 times more often
Self-confidence	2 times more often
Achievement orientation	2 times more often

# The Four EI Dimensions





If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far.

— Daniel Goleman

Author, *Primal Leadership*

# Evolution to Motivation 3.0

- ◉ **Motivation 1.0** – Being motivated by a desire to survive. *It got us to where we are.*
- ◉ **Motivation 2.0** – Being motivated by rewards and punishment. *It served us well in the industrial age – not so much today.*
- ◉ **Motivation 3.0** – Being motivated by things inside oneself (intrinsic motivation) . . . finding joy in the task itself. *Appropriate for 21st century jobs that require complex tasks that involve creative thinking*

# Drive! Tapping the Source of People's Passion

Daniel Pink argues that motivation research identifies three key components of an environment that brings out the best in others:

- ◎ **Autonomy** – the desire to direct our own life and work.
- ◎ **Mastery** – the urge to make progress and get better at something that matters.
- ◎ **Purpose** – the yearning to do what we do in the service of something larger than ourselves.

# Motivation 3.0: For Routine Jobs

For routine/rote/repetitive jobs that don't require as much thinking, creativity, or problem solving, carrots and sticks can work. You can enhance motivation by also . . .

1. Offering a rationale for why the routine task is necessary and how it contributes to a larger purpose.
2. Acknowledging that the task may be uninteresting or even boring – and again link it to the larger purpose.
3. Giving those tasked with doing the work as much autonomy as possible in how they complete the task.



If you're not fired with enthusiasm . . .  
you'll be fired with enthusiasm!

— Vince Lombardi  
Legendary GB Packers Coach

# Stay Interviews

Conducting a “stay” interview is a powerful way to reduce turnover . . . by identifying issues *before* they result in a valued employee leaving.

Conduct stay interviews with . . .

- Star performers
- People with essential knowledge/experience
- Employees identified as high potentials
- Individuals whose departure might cause others to leave
- People identified in the succession plan



# Conducting Stay Interviews

Review possible topic areas and the list of example Stay Interview questions.

What topics and questions will you include within your Stay Interview process?

What might a Stay Interview program look like?




# Retention Wisdom



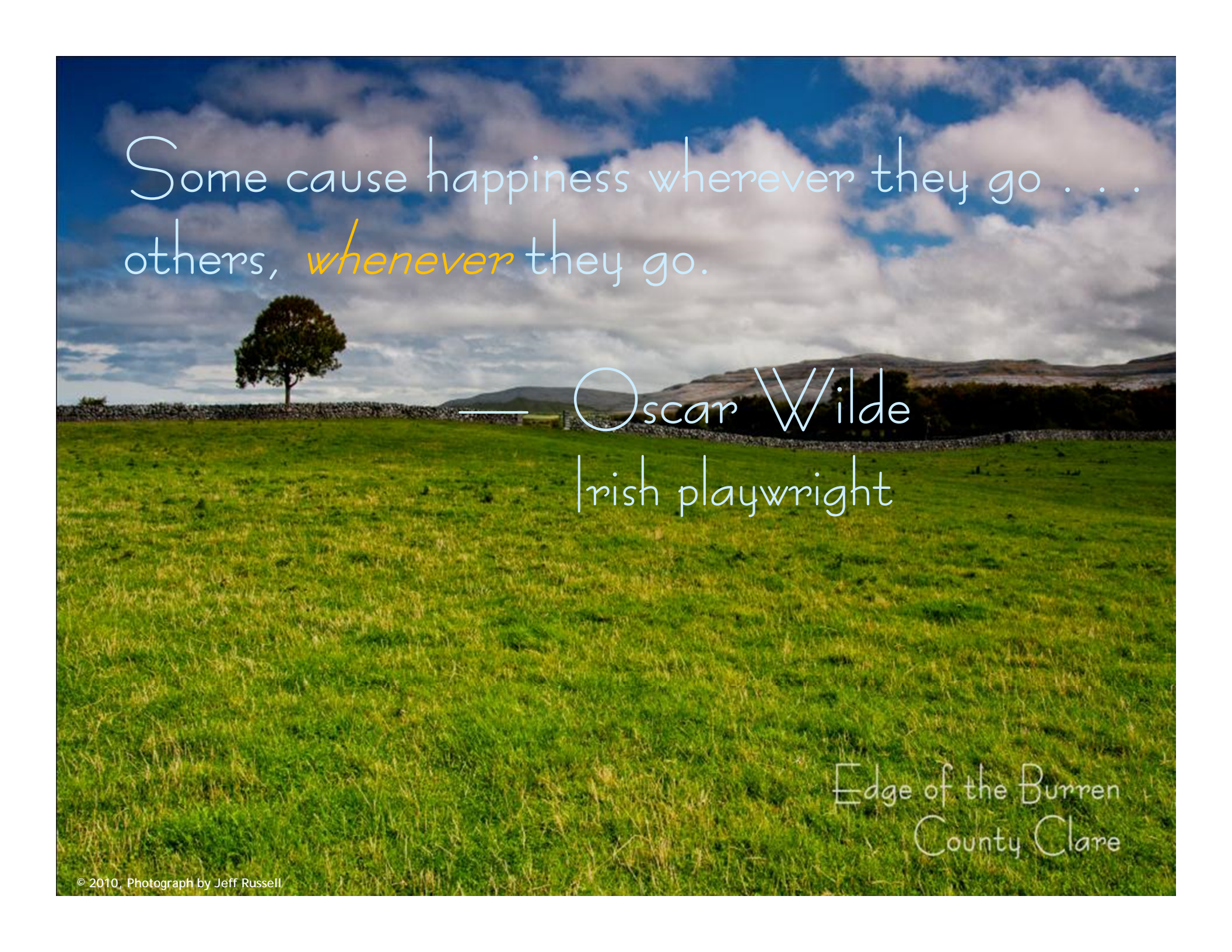
Stay Interviews help you  
both retain a specific  
employee and build a  
quality work environment  
at the same time!

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The master doesn't talk, he  
acts. When his work is done,  
the people say "Amazing! We  
did it all by ourselves."

Lao-Tzu  
Chinese Poet and Philosopher

A photograph of a green field with a stone wall and a tree under a cloudy sky. The text is overlaid on the image.

Some cause happiness wherever they go . . .  
others, *whenever* they go.

— Oscar Wilde  
Irish playwright

Edge of the Burren  
County Clare

Lake Minocqua Sunset

# Thank you!

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