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The Keys to Employee Retention

Strategies for Hanging On to Your Top Talent



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

My Street Cred:



- Co-director of RCI with my business and life partner Linda.
- 30 years consulting with organizations of all types.
- Previously worked as HR coordinator for a state agency.
- Authored nine books on such topics as employee engagement, leading change, strategic planning, and fearless performance reviews.

Our Agenda

- Exploring your experience: why employees leave or stay?
- Overview of the key drivers of employee retention
- Key tips for retaining employees
- The impact that emotional intelligence in supervisors plays on employee retention
- The “secret sauce” of motivating employees
- Conducting “Stay” interviews

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 *Disengaged* ←

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

From: Gallup

Why do people stay or go?



Turn to a neighbour

- (1) Share your GPS coordinates (name, company, role)**
- (2) Discuss what causes people to stay?**
- (3) What causes people to Leave?**

What the Research Says . . .

Why Employees Leave (bottom of page 2)

- 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 (top of page 2)

- 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.

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Norway

Effective Retention Practices

1. **Recruit Right** (ensure realistic job previews)
2. Use **Biodata** and “Fit” in Selection (Is the employee’s experience/background aligned with the job they’ll be doing?)
3. **Onboard Employees in the Right Way** (the first month of employment matters)
4. Create **Community** – Fast! (build deep social connections)
5. Build Leadership/Supervisory **Skills** (people leave their bosses, not their organizations)

Effective Retention Practices

6. Invest in Employee Learning, Growth, and Career Development (Am I learning/growing?)
7. Strengthen the Factors that Influence Employee Engagement (5x less likely to quit)
8. Create an Environment that People find Motivating (no longer about carrots/sticks)
9. Conduct Stay Interviews and Pulse Engagement Surveys (once they check out, it's too late)
10. Ensure Fair and Adequate Total Compensation (don't let pay be the reason they quit)

Retention Wisdom



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

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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

Developing Great Bosses

Reflect upon the ten tips for employee retention

In your small group discuss:

- What skills do we need to hire for or develop in our leaders, managers, and supervisors to enable them to be GREAT bosses . . . and help with retention?

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.

Retention Wisdom



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

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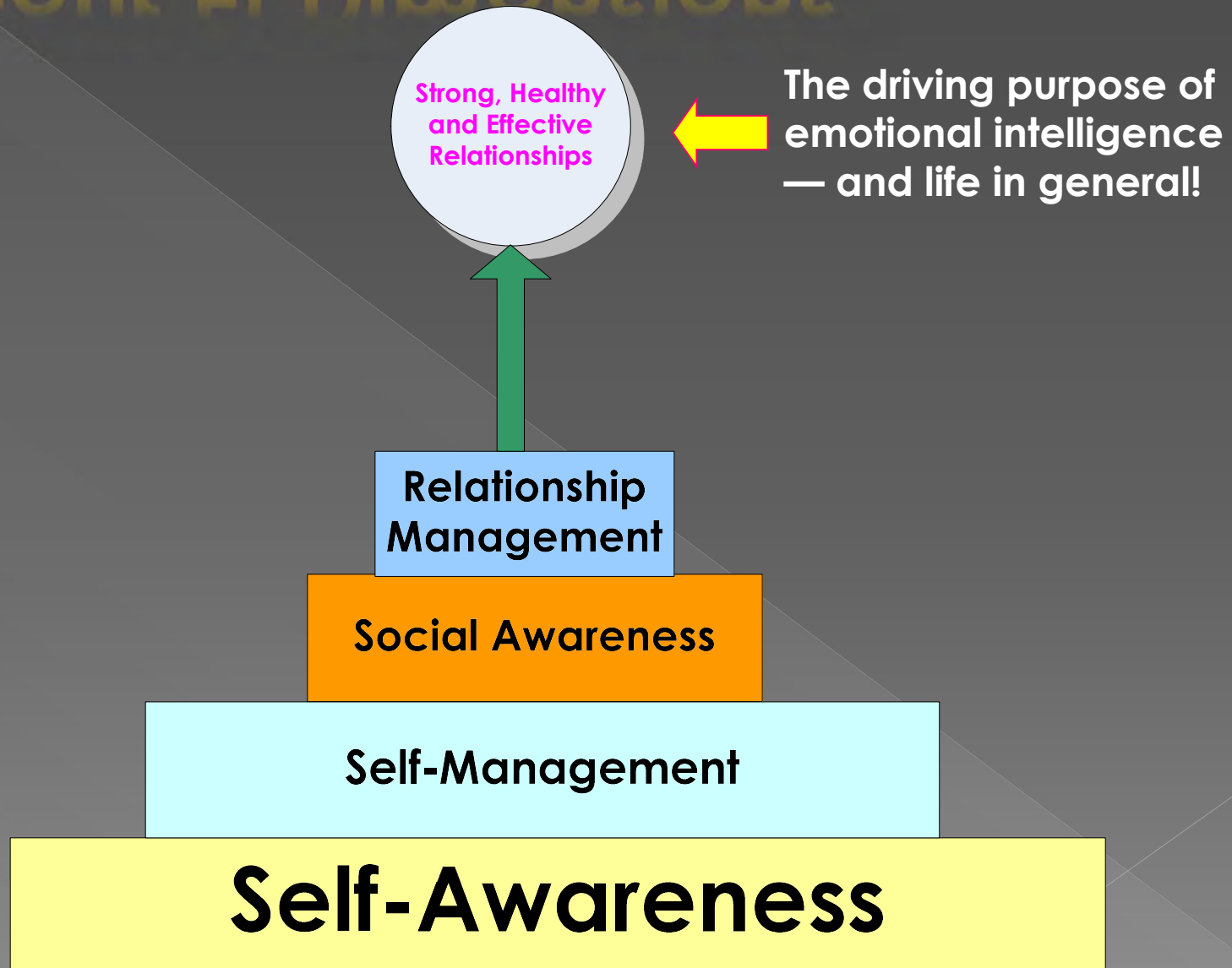
Why It Matters to Leaders

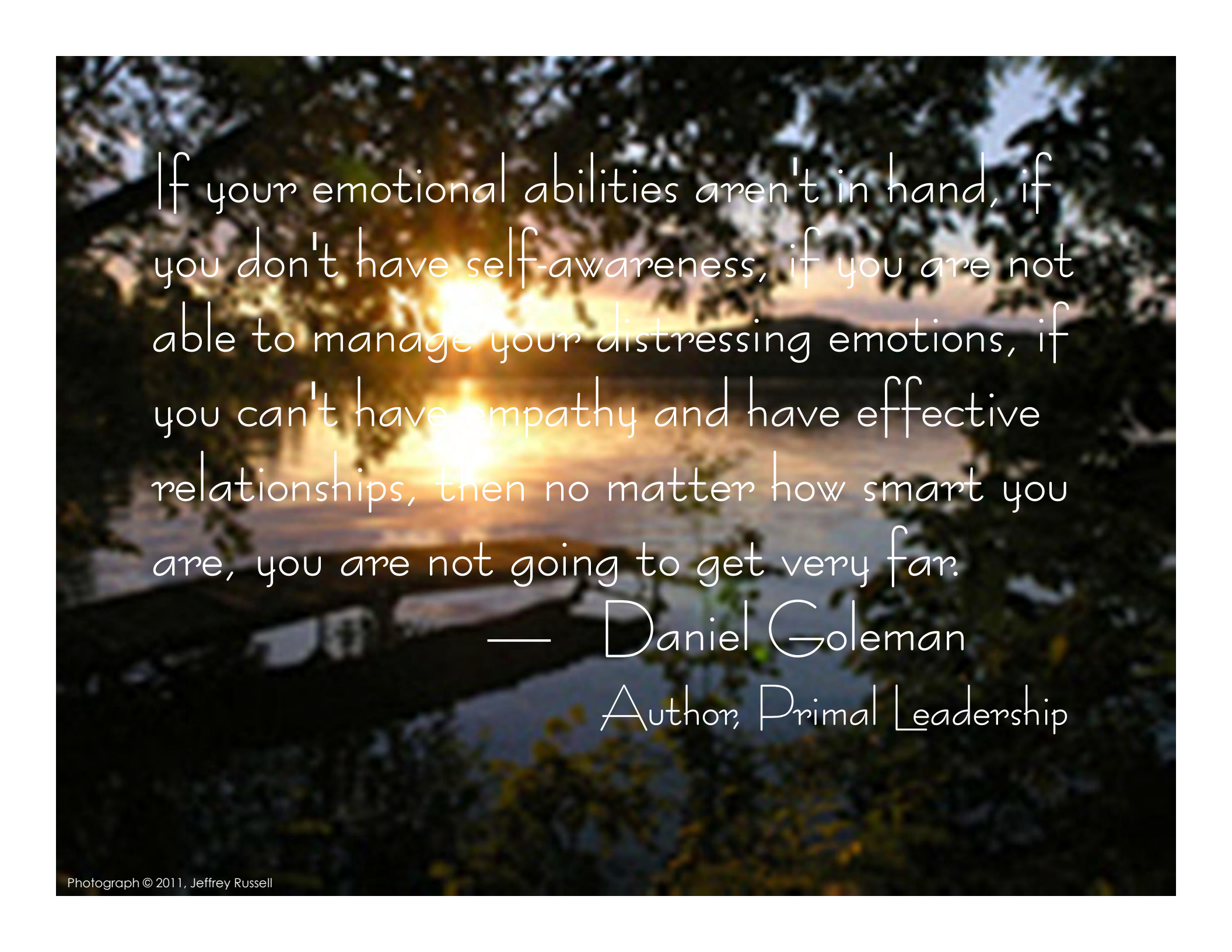


- Technical proficiency and intellectual ability contribute **little** to working productively with others.
- EI **twice** as important as technical skills.
- 90% of difference** between “Star” and average performers is due to emotional intelligence.
- Effective leaders demonstrate **EI behaviors 2 to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



Arno River
Florence

What's the best way to
motivate employees

You can't motivate others –
each person needs to light their
own inner *fire!*

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.

Employees who find their *inner fire* are more engaged with their work . . . and tend to stay in their jobs.

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 in your organization?



Stay Interview Dimensions . . .


- General questions about the job/work itself
- Onboarding and orientation to the job
- The culture or work environment
- Opportunities and quality of employee development
- Professional growth or career opportunities
- Quality of direct supervision
- Quality of leadership and management
- Team member relationships
- Pay
- Benefits
- Recognition and rewards
- Company strengths
- Company improvement areas
- Changes that could be made for a better job, work environment, and company
- Long-term career expectations within the company
- Comparison to other employers
- What might cause the employee to ever consider leaving . . .

Retention Wisdom



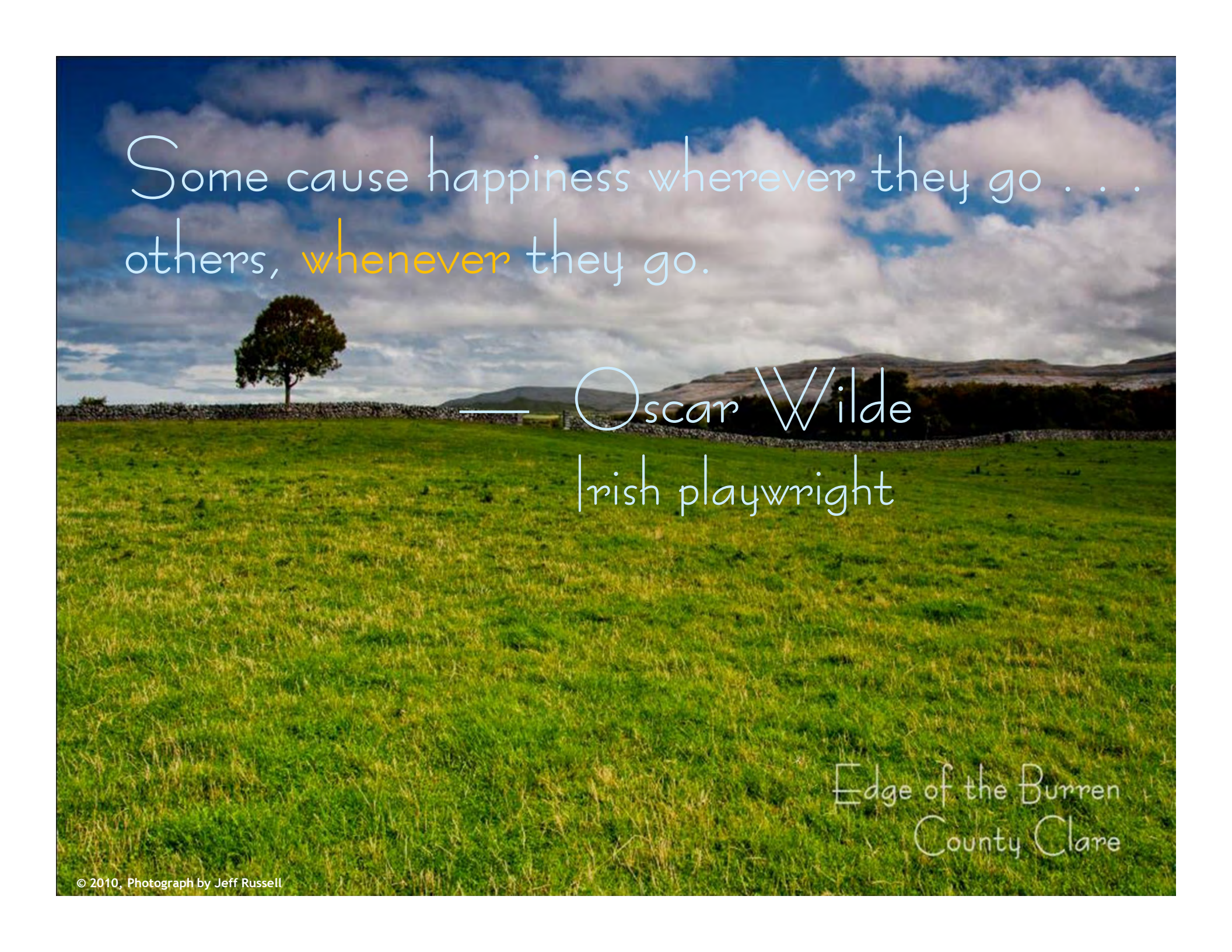
Stay Interviews help you
both retain a specific
employee and build a
quality work environment
at the same time!

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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



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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