RECHARGE

WISCONSIN LIBRARY ASSOCIATION

ANNUAL CONFERENCE
OCTOBER 17-20, 2017

The Keys to Employee Retention

Strategies for Hanging On to Your Talent

Thursday, October 19, 2017
2:15 – 3:00 p.m.

Russell
consulting, inc.

Helping Build and Sustain GREAT Organizations!

Jeffrey L. Russell

Jeff Russell, co-director of **Russell Consulting, Inc. (RCI)** with his wife Linda**,** specializes in helping leaders build productive, supportive, and motivating work environments. *RCI* helps companies develop their leadership and strengthen team performance to achieve their great performance goals and outcomes. By guiding the exploration of key values held in common by organizational members and developing strategies and actions to express these values-in-action, *RCI* helps organizations achieve their strategic vision.

Through processes that include "visioning" retreats, Future Search conferences, process redesigns, improving decision making processes, implementing quality improvement strategies, and providing a variety of skill-building seminars, *RCI* enhances long-term organizational effectiveness and performance.

Consulting Expertise

Jeff consults with companies in the areas of:

- Visioning and strategic planning
- Leadership development
- Leading and implementing change
- Performance management systems
- Employee engagement assessment
- Customer and employee focus groups
- Team assessment and intervention
- training needs assessment
- Organizational design
- Self-managed teams
- Problem solving and decision making

Training Expertise

Jeff conducts an array of leadership and team development seminars on such topics as:

- Surviving difficult conversations
- Fearless performance reviews
- Leadership and strategic thinking/planning
- Leading fearless change
- Communication skills
- Dealing with difficult people
- DiSC Behavioral Profiles
- 360 leadership assessment and development
- Effective meeting management

- Decision making and problem solving
- Managing conflict and win/win negotiations
- Performance management and coaching skills
- Team building fundamentals
- Team leadership and facilitation skills
- Customer service

Professional Background

Jeff serves as an adjunct faculty member at University of Wisconsin-Madison and UW-Milwaukee. He also teaches for the UW-Madison, UW-Eau Claire, and UW-La Crosse Small Business Development Centers.

Jeff has a bachelor's in Humanism and Cultural Change and a Masters of Science degree in Industrial Relations from UW-Madison.

Before forming RCI, Jeff served as human resource coordinator for the Wisconsin Department of Administration (DOA). At DOA, Jeff developed and coordinated their employee assistance, leadership and employee development, and equal employment opportunity/affirmative action programs.

Jeff is a past president of the Board of Directors for the Greater Madison Area Society for Human Resource Management serving over 800 HR professionals in the Greater Madison area.

Conference Presenter and Author

Jeff is a sought-after speaker at state, national and international conferences. Recent presentations include:

- ASTD International Conferences — 2001 through 2011
- Jamaica Employer's Federation Conference, Ocho Rios, Jamaica, 2004, 2006, 2007, 2009
- 2005 Minnesota Quality Conference
- Minnesota Project Management Institute, PDD 2007, 2008, 2009, 2011, 2012, 2013, 2014, 2015, 2016
- Wisconsin SHRM Annual Conference, 2004 through 2007, 2010, 2011, 2012, 2013, 2016
- Wisconsin Child Welfare Annual Conference, 2012
- *Leading Change*, Shanghai, China
- *Emotional Intelligence in Action*, Kuala Lumpur, Malaysia, 2012

Jeff and his wife Linda have co-authored nine management books including **Leading Change Training, Strategic Planning Training**, **Change Basics, Strategic Planning 101, Ultimate Performance Management,** and **Fearless Performance Reviews** (McGraw-Hill, 2014).

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Why People Stay or Go

What are the Factors that Cause People to Quit?

Based upon your experience, what are the factors that cause people to quit at your library?

_____

_____

_____

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What are the Factors that Cause People to Stay?

Based upon your experience, what are the factors that have the greatest impact on whether people stay at your library?

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Drivers of Employee Retention/Turnover

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 organizations.

- **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.

Why Employees Leave

- **Dissatisfaction with one or more important aspects of their worklife**. Gallup research suggests that this is most commonly: (1) management, (2) bad job fit, (3) co-workers, (4) lack of connection/community, and (5) salary and benefits.

  Research by LinkedIn (2015) suggests the reasons for leaving include: (1) lack of career advancement opportunities (45%); (2) unsatisfied with leadership of senior management (41%); (3) unsatisfied with work environment/culture (36%); (4) wanted more challenging work (36%); (5) dissatisfaction with pay/benefits (34%); and (6) unsatisfied with rewards/recognition for contributions (32%).

  Ernst and Young research (2015) found that, for Millennials, the top five reasons for leaving their jobs were: (1) minimal wage growth (78%); (2) lack of advancement opportunities (75%); (3) excessive overtime hours (72%); (4) work environment that doesn't encourage teamwork (68%); and (5) a boss that doesn't allow flexibility (66%).

- **Better alternatives** (e.g., pay, development opportunities, and work environment) elsewhere

- **It's part of their plan** – following a spouse, having a child, completing a college degree, pursuing a dream, etc.

- **It wasn't part of their plan** – bad experience at work, unexpected employment opportunity, significant and unexpected family/life changes, etc.

Effective Retention Strategies

Goal of Retention: Building Community and Enabling Engagement

Recent research suggests that 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. In addition, 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 employing organization.

Ten Effective Retention Practices

Libraries can help create community and enhance employee engagement through such practices as:

1. _____ **Right** – Recruiting right involves providing realistic job previews so that a candidate knows in advance what they are signing up for. Selling the job as it really is vs. an idealized version of the work leads to less disappointment and turnover when the reality of the day-to-day work sets in.

2. **Use _____ and "Fit" in Selection** – Biodata such as tenure in past jobs, educational experience, involvement and leadership in past jobs and in career-related clubs and organizations, and early work experiences can be good predictors of longevity and commitment to a position. In addition, assessing the candidate's "fit" with the organization, the job, and the culture is critical. If there is incompatibility between the candidate's temperament and the nature of the job, organization, and culture, the employee will not stay long.

3. _____ **New Employees in the Right Way** – Retention starts on day one with a strong onboarding program that introduces the new employees to the library, its purpose (vision), its services, and the core values that define how people work together. A strong onboarding program also quickly integrates the employee into his or her work team – where the employee feels welcomed by the manager and his/her co-workers. Consider partnering the new employee with a buddy, allowing him or her to job shadow as part of his/her training, assigning a mentor, and checking in with the employee on a regular basis during the first six weeks on the job. [Some research suggests that an employee's perception of the organization at the end of the first month of employment is the most important predictor of employee retention.]

4. **Create _____ – Fast!** – The research suggests that new employees move on quickly if they don't feel connected to others at work. Beyond offering an effective onboarding process, retention is further enhanced to the degree that each employee is able to establish deep social connections. Retention in the short and long term is enhanced when the library creates mentor programs, invests in group social activities (e.g., lunches, after work get-togethers, volunteer/charity events, etc.), accomplishes work through teams, provides team rewards, and emphasizes shared vision and goals.

5. **Build Leadership/Supervisory _____ –** Years of research indicate that people leave their bosses, not their organizations. Develop a collaborative mindset and a set of related skills in leaders, managers, and supervisors that enables employees to feel valued, respected, trusted, listened to, empowered, supported, encouraged, challenged, and engaged. Employees look to their bosses as the primary source of meaningful direction, support, and communication. When these things aren't right, they will leave.

6. **Invest in _____ Learning, Growth, and Career Development** – Most people want to feel that they are learning, growing and advancing in their life and career. Invest in their growth and development and they are more likely to stay – and contribute in new ways.

7. **Strengthen the Factors that Influence Employee _____** – Engaged employees tend to be more productive with higher quality – and they stay longer! Recent research suggests that engaged employees were five times less likely to quit than employees who are not engaged. Assess the levels of engagement in your library and then take action to address these fundamentals.

8. **Create an Environment that People find _____** – Approaches to motivation have moved far beyond survival (Motivation 1.0) and carrots and sticks (Motivation 2.). Motivation 3.0 involves building an environment that supports employee retention by giving employees autonomy, connecting their work with something meaningful, and enabling them to develop and grow their skills.

9. **Conduct Stay Interviews and _____ Engagement Surveys** – Once employees make the decision to go, it's very difficult get them to change their mind. Stay interviews enable you to assess what's working and what's not in an employee's work experience and then to make adjustments in your strategies based upon what you learn. Frequent pulse engagement surveys enable you to do brief check-ins on engagement levels to assess engagement trends on high leverage issues.

10. **Ensure _____ and Adequate Total Compensation** – While pay levels and bonuses and retention are only modest predictors of an employee's decision to leave your library, when matters of pay, rewards, and benefits are perceived as unfair or insufficient, then these can become major drivers of turnover. Be proactive with your total compensation and conduct pay and benefit studies to see where you are in the market and that you are not lagging the market – especially in key positions where turnover costs you the most. Additional approaches to using compensation to directly influence retention decisions include: (1) lead the market in total rewards/benefits; (2) tailor your rewards and benefits within a person-based pay structure; and (3) explicitly link rewards to retention (e.g., retention bonuses, tie paid time off hours to longevity, longevity awards, etc.).

It's All About the Boss

It is suggested that people don't quit their companies, they quit their bosses. While turnover isn't quite that simple, bad bosses or bad leaders is given as a reason for leaving by a large percentage of those who quit.

What's a bad boss? Gallup continues to find that bad bosses or leaders is the top issue driving turnover – due to such managerial issues as unclear expectations, a lack of transparency in decision making, unrealistic workloads, being micromanaged, lack of appreciation for accomplishments, playing favorites, lack of support, and lack of feedback.

The value of an engaged boss – employee engagement is highly correlated to supervisory engagement. If your supervisor is engaged, you are more likely to be engaged. If your supervisor is <u>not</u> engaged, it's less likely that you will be as well.

A Leader's Emotional Intelligence

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.

Research suggests that emotional intelligence explains about 90% of leadership effectiveness.

EI is comprised of four elements:

1. **Self-Awareness**: The ability to accurately perceive one's own emotions and stay aware of them as they occur, as well as understanding the impact of one's emotions on specific situations and people.

2. **Self-Management:** The ability to use awareness of one's emotions to stay flexible and positively direct behavior - managing emotional reactions to specific situations and people.

3. **Social Awareness:** The ability to accurately pick up on emotions in other people and get what is really going on. This means understanding what other people are thinking and feeling even when it conflicts with one's own feelings.

4. **Relationship Management**: The ability to use awareness of one's own emotions and the emotions of others to manage interactions successfully. This includes clear communication and effectiveness in handling conflict.

*Adapted from **Primal Leadership**, by Daniel Goleman, Richard Boyatzis, and Annie McKee*

Motivation 3.0: Bringing Out the Best in Others

From ***Drive: the Surprising Truth About What Motivates Us*** (Riverhead Books, 2009)
by Daniel Pink

1. **For jobs that require some degree of thought, creativity or problem-solving**: For jobs that require independent or creative thinking or problem solving, simply offering rewards and negative consequences (punishments) not only doesn't work, it is often counterproductive. Instead, motivation 3.0 research suggests that there are three elements that employees doing this kind of work require for their internal motivational potential to be unleased:

   a. **Autonomy** — The desire to direct our own lives. Autonomy is defined as being able to control the ***task*** (what they do), ***time*** (when the work is done), ***team*** (who they do the work with), and ***technique*** (how the work is done). People who have autonomy are more likely to develop intrinsic motivation for their work.

   b. **Mastery** — The urge to make progress and get better at something that matters. Mastery refers to the ongoing pursuit towards perfection in a task. It is the nature of mastery and perfection, however, that this outcome only be approached and never fully attained. Hence, mastery is a never-ending journey focused on personal and professional learning and growth.

   c. **Purpose** — Purpose is the yearning to do what we do in the service of something significant and meaningful. Purpose refers to doing something that matters to you, doing it well, and doing it in the cause of something larger than yourself.

2. **For routine/rote/repetitive jobs that don't require much thought, creativity, or problem solving:** For jobs in a highly controlled environment that neither inspire great passion in others nor require critical thinking or creative problem solving, the research suggests that offering carrots (tangible rewards) won't hurt and actually might help. Beyond offering rewards, however, you'll actually increase your chances of success with others who do this kind of work by supplementing these concrete rewards with three important practices:

   a. Offer a rationale for why the routine task is necessary. Explain how the task contributes to a larger purpose. Identify why it really matters that the job be done well (the short and longer-term benefit of the task to patrons, the library, the team, and oneself).

   b. Acknowledge that the task may be uninteresting or even boring – and again link it to the larger purpose as to why it still matters that it be done well

   c. Give those tasked with doing the work as much autonomy as possible in how they complete the task. This includes flexibility in *when, how,* and *with whom* they do perform the work.

Stay Interviews

Why a Stay Interview?

By the time a valued employee quits, you've already lost an irreplaceable asset. Sometimes such a departure is due to the employee's life changes that have nothing to do with the library; other times, however, there are things that the library could have done perhaps years ago that might have caused the employee to stay vs. walk toward the exits.

A "stay interview" asks valued employees on a regular basis why they continue to choose your library. The interview also explores what the library could do to ensure that these employees continue to choose working for you.

With Whom Might You Conduct Stay Interviews?

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

Topics to Explore

The stay interview covers many of the same topics as the exit interview. The greatest difference is the focus on identifying what's working and what's not and how these might influence the employee *future* intentions and behaviors.

- 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
- Library strengths
- Library improvement areas
- Changes that could be made for a better job, work environment, and the library
- Long-term career expectations within the library
- Comparison to other employers
- What might cause the employee to ever consider leaving . . .

Example Stay Interview Questions

1. Are you doing the "best work of your life?" If YES, describe this work. If NO, what circumstances, if they changed, would enable you to do so?

2. To what extent do you feel that your work makes a difference to the library, to patrons, and to the world on this ten-point scale: 1 = not at all to 10 = significantly so? What could move your number closer to a 10?

3. To what extent is the library fully utilizing your skills, knowledge, and talent in your current role on this ten-point scale: 1 = not at all to 10 = significantly so? What could move your number closer to a 10? How else could we take advantage of what you have to offer us?

4. What frustrates you in your current job? What inhibits your productivity, quality, creativity, and overall performance?

5. If you could change three things about your current job, what would they be?

6. What factors about your current job exhilarate you the most?

7. What would you like to see more of in the work environment to bring out even a higher level of engagement and performance in you?

8. Where would you like to be at this library two years from now? What needs to happen to enable you to achieve that goal?

9. What are the most challenging/exciting aspects of your current job situation? What could we do to further challenge you in a positive way?

10. Have you ever considered looking for a job with another library or organization? If so, what were you looking for in that that we don't have here to the same extent? What, in the end, caused you to stay with us?

11. Have you ever been recruited by another organization to leave us? If so, what caused you to stay working for us?

12. To what extent do we live out our vision, mission, and values on this ten-point scale: 1 = not at all to 10 = significantly so? Please explain your answer. What could we do to move your number closer to a ten?

13. To what extent are you recognized, praised, or rewarded in a way that increased the level of your job commitment on this ten-point scale: 1 = not at all to 10 = significantly so? Describe a recent situation where this happened for you.

14. What other ways might we acknowledge, reward, or celebrate your contributions that you would find affirming?

15. To what extent do you feel that you have the ability to access and influence the key executive leaders and decision makers here on issues that matter to you using this ten-point scale: 1 = not at all to 10 = significantly so? Is access to and influence with leaders and decision makers important to you?

16. To what extent do you aspire to a leadership role at the library on this ten-point scale: 1 = not at all to 10 = significantly so? Please explain your answer. If you want to move into a leadership role, what would need to happen to enable you to achieve this goal?