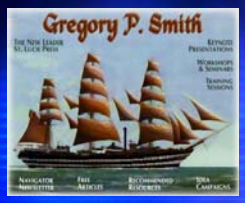
7 Mistakes - Employee Retention



1. Program vs. Culture Mentality
2. Not Managing by Fact
3. Poor Hiring Practices
4. Ineffective Onboarding Process
5. Managers Not Trained
6. Lack of Growth Opportunities
7. Pay & Benefits Not Competitive

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Creating a Great Culture

Zappos.com

"Delivering happiness to customers, employees and vendors"

Mistake #1

Program vs. Culture Mentality

Zappos: Lesson's Learned

- Focus on the Culture
- Know What Makes People "Happy" ($4K)
- Be Part of Something Bigger than Yourself
- Autonomy
- Transparent Communication/All Hands/Twitter
- Training and Continuous Learning
- Progression Plans -- Internal Mobility

"…retention of top talent is impacted most by the ability to *provide meaningful* work and a *culture* where people are *passionate* about what they do …"

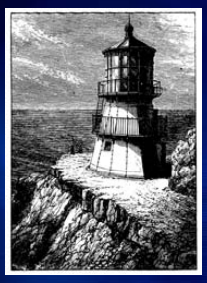
--Matthew W. Schuyler, Hilton's CHRO

Source: HRE Jan/Feb 2011

Mistake #2

Not Managing by Fact

Manage By Fact



- Current Employees: Why do they stay?
- New Employees: Why did they say yes?
- Former Employees: Why did they leave?
- Interviewed: But Said "No": Why?

Airplane-clinic

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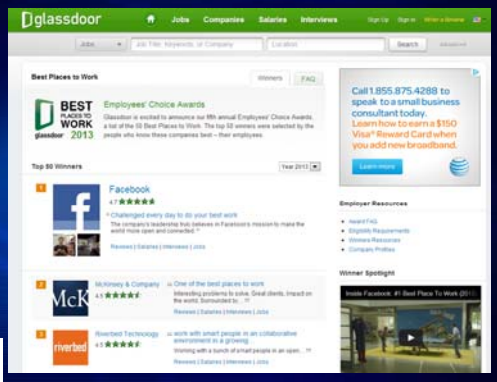

http://goo.gl/hLt9j

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Employee Satisfaction

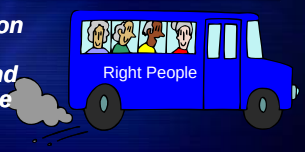
Segmented according to the life cycle of an employee

Mistake #3

Poor Hiring Practices

"Get the right people on the bus, the wrong people off the bus, and the right people in the right seats."

Jim Collins



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What HR Needs to Do

- Hold people accountable
- Measure cost of turnover
- Measure employee satisfaction
- Measure retention department by department
- Best practices list
- Identify those most at risk
- Weed out marginal managers
- Provide training and tools to managers

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Typical Job Interviews

42% of turnover could be eliminated with effective hiring and interviewing techniques
Ira Wolfe
Perfect Labor Storm

The typical interview only increases the likelihood of choosing the best candidate by less than 2%
John and Rhonda Hunter
The University of Michigan

$

Job Matching - Benchmarking

1. **Analyze the Job**
   - Identify key responsibilities
   - Position description
   - Develop job competencies
   - Screen for job competencies
2. **Profile Top Performers**
   - Measure mental horsepower
   - Understand job performance drivers (problems, people, pace and procedures
   - Establish baseline
3. **Assess Candidates**
   - Evaluate the applicant
   - Interview
   - Take assessments
4. **Make Selection**
   - Make offer
   - Onboarding process
   - Development plan
   - Retention plan

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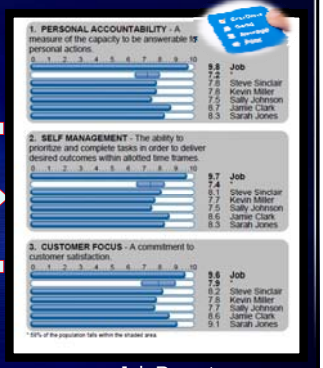
Get People Onboard—First 90 Days

- "Lunch Bunch"
- Roast, Toast & Boast Sessions
- Adoption Papers
- Assign New People to Best Supervisors
- 30 Day "Intent to Stay" Interview
- Training & Development Plan
- Retention Report to CEO

Compare



Job Report

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Create a Motivational Profile

1. When do you feel most appreciated for what you do?
2. What strengths and skills do you have our team can use?
3. What opportunities can I provide to you to assume greater responsibility or achieve greater visibility?
4. What does good communication look like?

Mistake #4

Ineffective Onboarding Process

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Mistake #5

Managers Not Trained Properly

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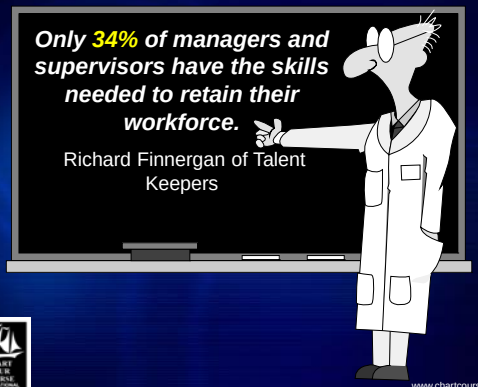
Only 34% of managers and supervisors have the skills needed to retain their workforce.

Richard Finnergan of Talent Keepers



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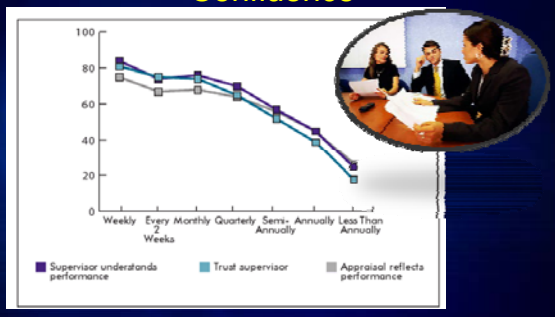
Frequency of Meetings = Trust and Confidence



U.S. Merit Systems Protection Board

Develop Leadership Behaviors

"A manager's most important role is to serve, grow, and inspire his or her people—with no exception."

Synovus Financial

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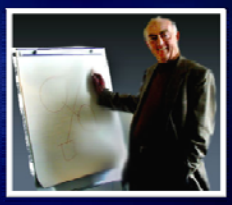
M.O.D.D. Issue Boards

Makes Our Day Difficult



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Creating a Positive Environment

What Would You Like to See Your Managers Do?

1.	Better at Communicating	77%
2.	Be More Appreciative	70%
3.	Reward Performance	57%
4.	Set the Example	55%
5.	Show Genuine Concern	50%
6.	Handle Performance Problems	42%
7.	Listen to My Ideas	37%
8.	Try New Things at Work	32%
9.	Be More Fun & Enthusiastic	26%
10.	Don't Micro Manage	26%

Best Practices

- Appreciation Calls
- Bowling with Turkeys
- Leadership Rounds
- Employee Scavenger Hunt
- Rumor Mill Meetings
- "Take a Walk in My Shoes"
- Roast, Toast & Boast Sessions
- Skip Level Meetings
- DISC Behavior Assessments

DISC Training & Certification
CLICK NOW TO LEARN MORE
Understand Human Behavior and DISC Personality Types
Assessments & Profiles

Mistake #6

Lack of Growth Opportunities

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Mistake #7

Pay & Benefits Not Competitive

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Best Practices - Development

"Career Connections"

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Creating a Positive Environment

BUSINESS

What Reasons Would Cause You to LEAVE Your Employer?

1.	Salary	64%
2.	Advancement	57%
3.	Challenging Work	47%
4.	Better Managers	45%
5.	Work Life Balance	44%
6.	Higher Calling/Purpose	40%
7.	Better Benefits	37%
8.	Low Morale	27%
9.	Location/Commute	25%
10.	Development	25%
11.	Unfair Treatment	23%

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Best Practices

- Google -- Pet Projects
- Cisco -- Conversation with Bosses Boss
- Giraffe Award
- Banner Ads on Website
- Name Company Wide Initiatives After Employee

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What We Do

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Retaining Winning Talent Facilitator's Package

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