

Note: Russell Consulting, Inc. provides these PowerPoint slides and handouts to interested people for their personal use only. RCI has copyrighted all materials and retains all international rights over its proprietary work. Those who download our materials agree to respect our copyright and agree to not use or duplicate our material for use by others. All commercial use of this copyrighted material is prohibited. Those who download our materials also agree not to represent our material as their own.

If you wish to use these materials in ways other than for your personal use, please contact RCI for licensing and cost information at RCI@RussellConsultingInc.com.



The Keys to Employee Retention

Strategies for Hanging On to Your Top Talent



Facilitated by
Jeffrey Russell

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.
- Authored nine books on such topics as employee engagement, leading change, strategic planning, and fearless performance reviews.
- Have consulted with libraries and library systems throughout Wisconsin.

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 of 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 *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?



Turn to a neighbour

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

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 an organization 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 (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
their jobs, 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

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.

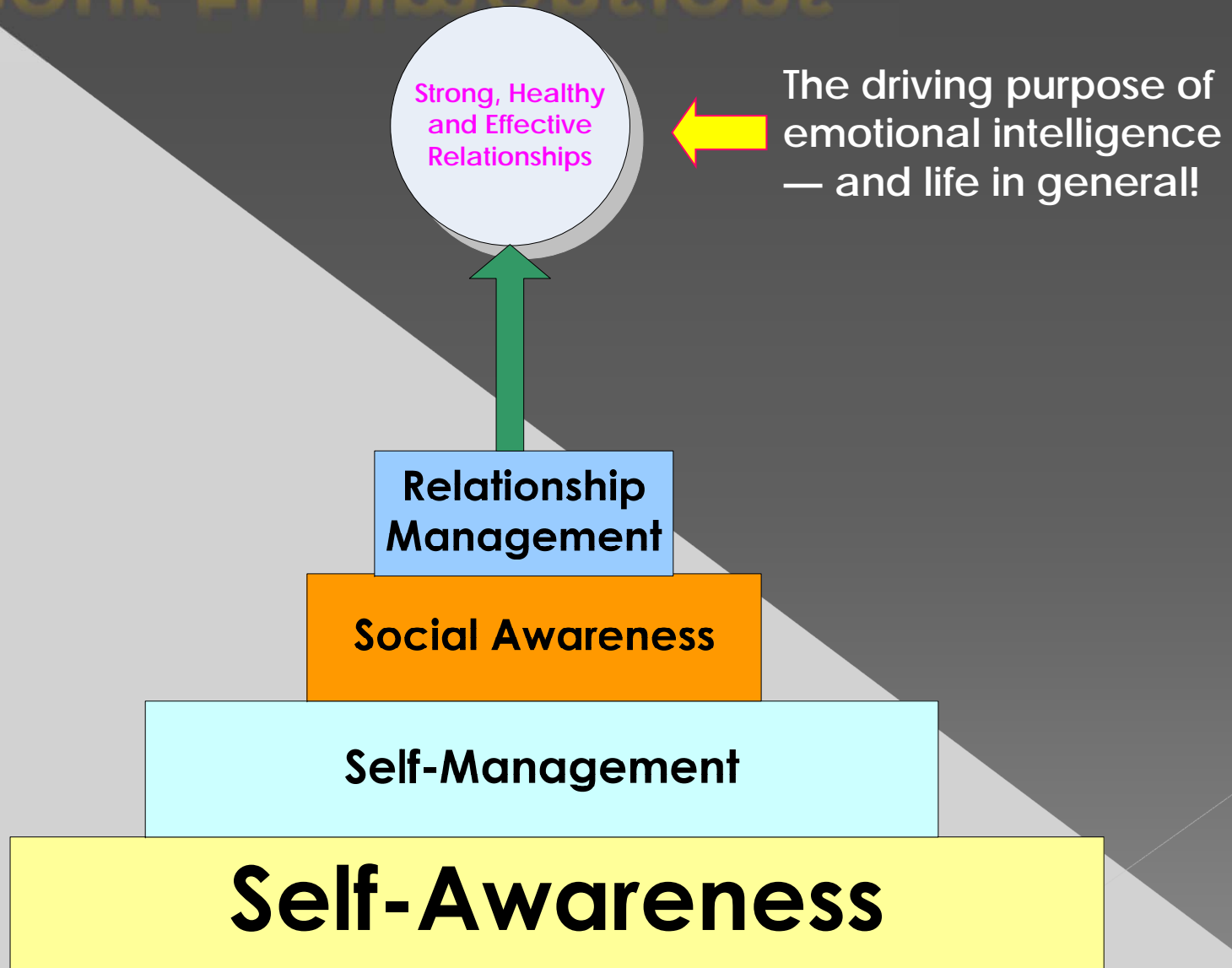
Retention Wisdom



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

Lustrafjord
Norway

The Four EI Dimensions





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.

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
- People in high turnover positions
- Employees identified as high potentials
- Individuals whose departure might cause others to leave
- People identified in the succession plan

Stay Interview Dimensions . . .

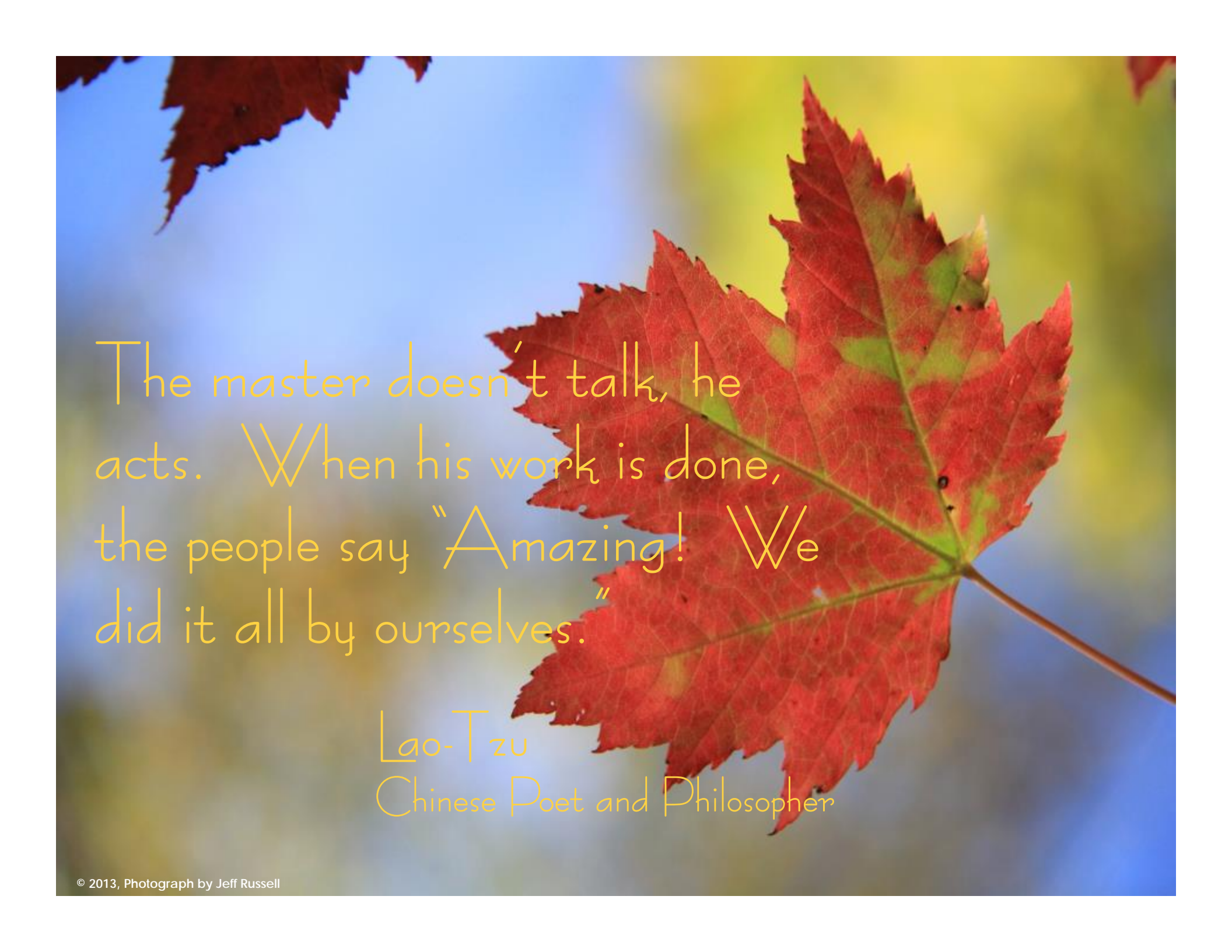
- General questions about the job/work itself
- Onboarding and orientation to the job
- The culture or work environment
- Opportunities and quality of employee development
- Professional growth or career opportunities
- Quality of direct supervision
- Quality of leadership and management
- Team member 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



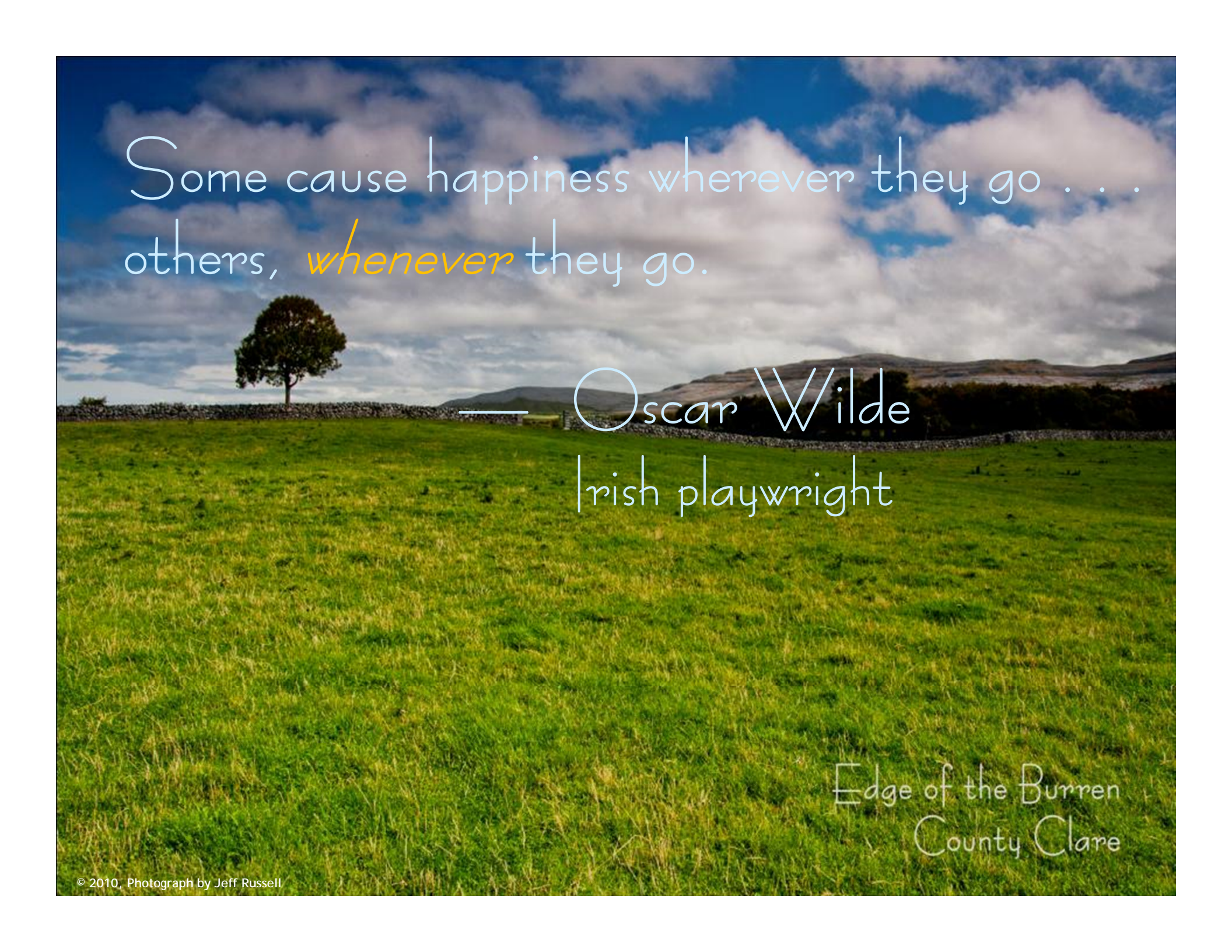
Stay Interviews help you
both retain a specific
employee and build a
quality work environment
at the same time!

Lustrafjord
Norway



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!

The full PPT will be on our website next week.

Give me your business card if you want a free subscription to our newsletter.

Visit RCI at www.RussellConsultingInc.com for more information on our training and consulting services.

