

Employee Retention Course

Lesson #2

"Creating Best Places to Work"



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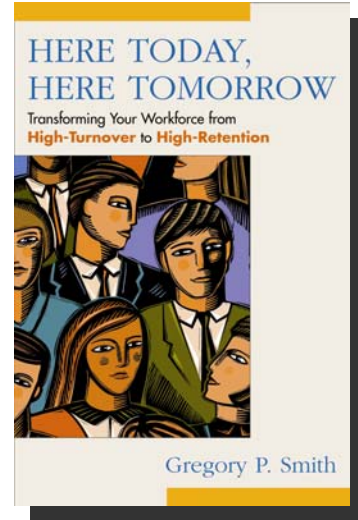
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About Chart Your Course International

Chart Your Course International shows managers, business owners, healthcare and human resource professionals not only how to retain their most talented performers, but also how to transform their entire workforce into a high-retention culture.

Gregory P. Smith is the President of Chart Your Course International and the author of the book, ***Here Today Here Tomorrow: Transforming Your Workforce From High Turnover To High Retention.*** <<http://www.highretention.com>>

Our training programs provide the knowledge, skills, tools, and processes to create a great place to work. Our programs have the following benefits:

- **A stable workforce with lower attrition.** *Retention* programs are more effective and less expensive than *recruitment* programs. Reduced turnover gives you more stability, which pleases both employees and customers alike.
- **Lower costs.** The average cost to recruit and train one employee is estimated at two times an employee's salary.
- **Improved performance and greater potential.** Studies show only half of the workforce put effort into their job over and beyond what is required. Three out of four people said they had the ability to become more effective than they were.
- **Improved Customer/Patient Satisfaction.** A satisfied workforce reflects a positive attitude toward others. They in turn will reflect a positive attitude toward customers and patients thus generating higher satisfaction scores, which will grow the profits of your organization.

Eight Strategies That Drive High Retention

Voluntary turnover is increasing and has become a key business issue. Creating a high retention workplace takes an entirely different approach. Indeed, one-third of the executives surveyed by Robert Half International Inc. say the work environment is the most critical factor in keeping an employee satisfied in today's business world.

Businesses experiencing high turnover need to focus on formalizing a retention strategy. The evidence seems clear. Organizations that don't implement the necessary practices will lose key employees and face having to hire less qualified and lower skilled individuals.

I have identified eight basic strategies essential to creating a high retention workplace.

1. **A Clear Sense of Direction and Purpose.** Everyone wants to be paid for what they do, but most employees want to be part of an organization that stands for something and gives them personal fulfillment and meaning. This is particularly true with the younger workforce who has clear expectations and goals in mind.

2. **Connections Between Managers and Employees.** Interpersonal skills are an essential element of the high-retention culture. People want to feel management cares and is concerned for them as individuals. Yet, poor "soft skills" are one of the biggest factors that drive people away.

To build stronger bonds between the top management and employees, one corporate office practices something called 'Employee Scavenger Hunt.' Once or twice a year, they give every executive or manager five names of employees. They find each person, meet them, and learn about them as individuals. The process builds a stronger bond, improves communication, and creates trust within the organization.

3. **Flexible Benefits and Schedules Adapted to the Needs of the Individual.** In today's workplace, job flexibility is critical. One-size-fits-all approaches to benefits have long since lost their effectiveness. Workers will migrate to a company whose benefit packages and schedules help them meet the demands of their lives, whether they are single parents, adults who care for aging parents, older workers, younger workers, part-time workers, or telecommuters.

4. **Open Communication.** In our technological age, people have a large appetite for information, and they want it instantly. High-retention workplaces place high priority on delivering the right information to the right people at the right time using the right methodology. Companies that leave employees in the dark risk damaging morale and motivation--not to mention compromising their ability to make a quick course change in the marketplace.

5. **A Charged Work Environment that Engages.** People want to enjoy their work. They shun boring, bureaucratic, lifeless work environments. That is why high retention

workplaces do not bother with the traditional ways of doing things. They find new ways to make work mentally engaging and physically energizing. They also ask for, listen to, and implement the ideas and suggestions of those who work for them.

6. Performance Management. For many people, learning new skills is just as important as the money they make. In a study by Linkage, Inc. more than 40 percent of the respondents said they would consider leaving their present employer for another job with the same benefits if that job provided better career development and greater challenges. Performance management includes a new set of skills, tools, techniques, and processes to align an individual and his or her behavior with the goals of the business enterprise.

7. Reward and Recognition. All humans need to feel appreciated. Reward and recognition programs help meet that need. A workplace that rewards and recognizes people builds higher productivity and loyalty, and can create consequences for desired behavior that leads to organizational success.

8. Training and Development. Many workers just want a paycheck, but the best workers want opportunity. They want to develop their skills and potential and enhance their ability to contribute and succeed. Training and development gives people greater control and ownership over their jobs, making them capable of taking care of customers, and creating better management-employee relationships.

We will address a few more of these strategies in upcoming lessons.

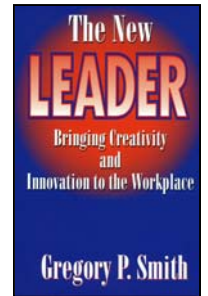
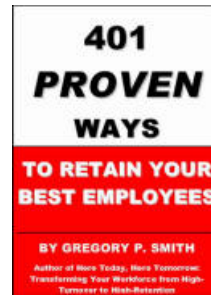
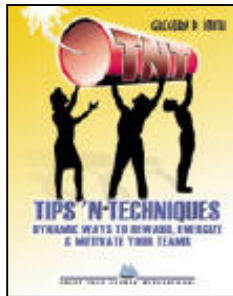
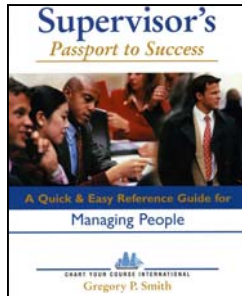
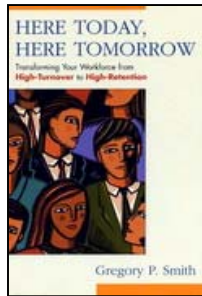
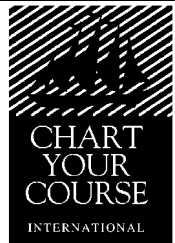
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