

#### Today's Agenda

- Effect of Engagement on Retention
- Organizational and Individual Lessons Learned azcentral.





• Q & A



### **About Us**



Lindsay M. Smith

VP of Brand Evangelism, BestCompaniesUSA



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**Special Guest** 



**Brian Stinson** 

Co-Founder and Principal The PEAK Fleet www.thepeakfleet.com



# What is your organization's biggest employee retention challenge?







# The Core of Engagement

#### The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q122 emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

- 1. I know what is expected of me at work.
- 2. I have the materials and equipment I need to do my work right.
- 3. At work, I have the opportunity to do what I do best every day.
- In the last seven days, I have received recognition or praise for doing good work.
- 5. My supervisor, or someone at work, seems to care about me as a person.
- 6. There is someone at work who encourages my development.
- At work, my opinions seem to count.
- 8. The mission or purpose of my company makes me feel my job is important.
- 9. My associates or fellow employees are committed to doing quality work.
- 10. I have a best friend at work.
- 11. In the last six months, someone at work has talked to me about my progress.
- This last year, I have had opportunities at work to learn and grow.

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Gallup's Q12 survey is based on four levels of employees' performance development needs:

- 1. Basic needs
- 2. Individual needs
- 3. Teamwork needs
- 4. Personal growth needs





# **Levels of Engagement**



**Engaged** 



Not Engaged







## **Effect of Engagement on Retention**

According to Gallup's 'State of the American Workplace':

- Actively disengaged employees **twice as likely** to seek new jobs.
- 51% of employees say they would change jobs for flexible work time.
- Employees are just as likely to leave due to company culture and management as they are for pay, benefits and career growth.
- Employees want their managers to **talk with them more**, but the content of these conversations also needs to **feel purposeful**.
- Organizations with the highest levels of employee engagement have **25-65% lower turnover**.





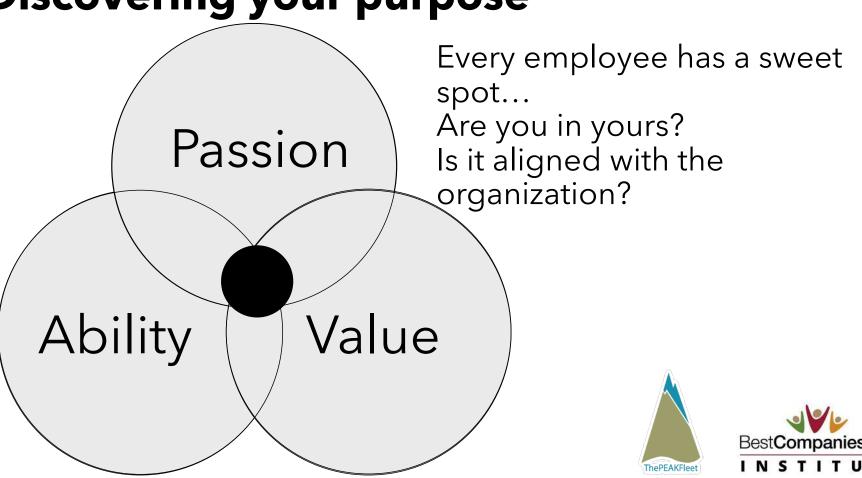
## 3 Keys to Employee Engagement

- Compensation quickly drops off the list for retention
- Three primary drivers of job satisfaction:
  - Purpose
  - Connection
  - Clarity
- It is the *mission* of a manager to ensure these exist
- You have control over all three





## Discovering your purpose



### **Creating Connection at Work**

- Authenticity → Connection → Performance → Retention
- Tips to increase authenticity in the workplace:
  - Encourage curiosity
  - Mindfulness practices, practice empathy
  - Create a safe space for vulnerability, promote acceptance
  - Focus on and share your passions
  - Create a culture of healthy conflict





### **Clarity of Success**









# How effective is your organization at sharing employee stories internally and externally?





# **Lessons Learned - Organizational**

- Benchmark current status of engagement and retention
- Create a cross functional team that defines a plan
  - Hierarchy + a volunteer army
- Secure executive buy in and/or sponsorship
- Survey your employees recurrently
- Regularly measure metrics and identify patterns
- Manufacture and celebrate wins
- Sell your employer brand through multiple channels
- Tell diverse employee stories, with emotion
- Speak with negative influencers before rollout



### **Lessons Learned - Individual**

- Consistent 1-to-1 and 1-to-many meeting structures
- Connect to mission, sell cost of inaction
- Weekly recognition and celebrating wins
- Share (work appropriate) personal information
- Transparent and conspicuous goals
- Use strengths daily
- Work-life integration
- Award that is passed around weekly
- Conduct retention or stay interviews



# What would increase retention at your organization?









#### AZcentral.com's Top Companies to Work for in Arizona

TOP 10 KEY DRIVERS	
1	I feel I am valued in this organization.
2	Most days, I feel I have made progress at work.
3	I have confidence in the leadership of this organization.
4	I like the type of work that I do.
5	I can trust what this organization tells me.
6	At this organization, employees have fun at work.
7	Overall, I'm satisfied with this organization's benefits package.
8	My supervisor treats me with respect.
9	This organization treats me like a person, not a number.
10	My job makes good use of my skills and abilities.







# Most Admired Companies AZBusiness AZBusin



Onsite wellness clinic with annual health evaluations, coaches, classes, weight loss programs, fitness center and more

#### FENNEMORE CRAIG ATTORNEYS

Director's School – attorneys in their 30s and 40s meet monthly to educate young partners on operational issues







Ended billable and total hours requirements and has seen revenues increase 20%



During football season, associates wear their favorite college or professional jersey while engaging in football trivia





# Most Admired Companies AZBUSINESS AZBUSIN



Fully stocked kitchen and "speakeasy" with a keg for companywide happy hours and celebrations



Continuing education dollars for degrees, certifications and learning experientially





## Most Admired Companies AzBusiness Examples



Bi-monthly team building activities including hot air balloon rides, indoor sky diving, ATV tours and a trip to Disneyland



A living plant wall, a water feature wall and relax zones for employees to take time away from work to recharge



#### Review

- Gallup's 3 levels of employee engagement
- Turnover is expensive, but so is mediocrity
- Purpose, connection and feedback
- Hierarchy + a volunteer army
- Tell diverse employee stories
- Offer weekly recognition and celebration of wins
- Top Companies to Work for in Arizona data
- Most Admired Companies examples

# After watching this webinar, I am going to...





#### **Review**

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