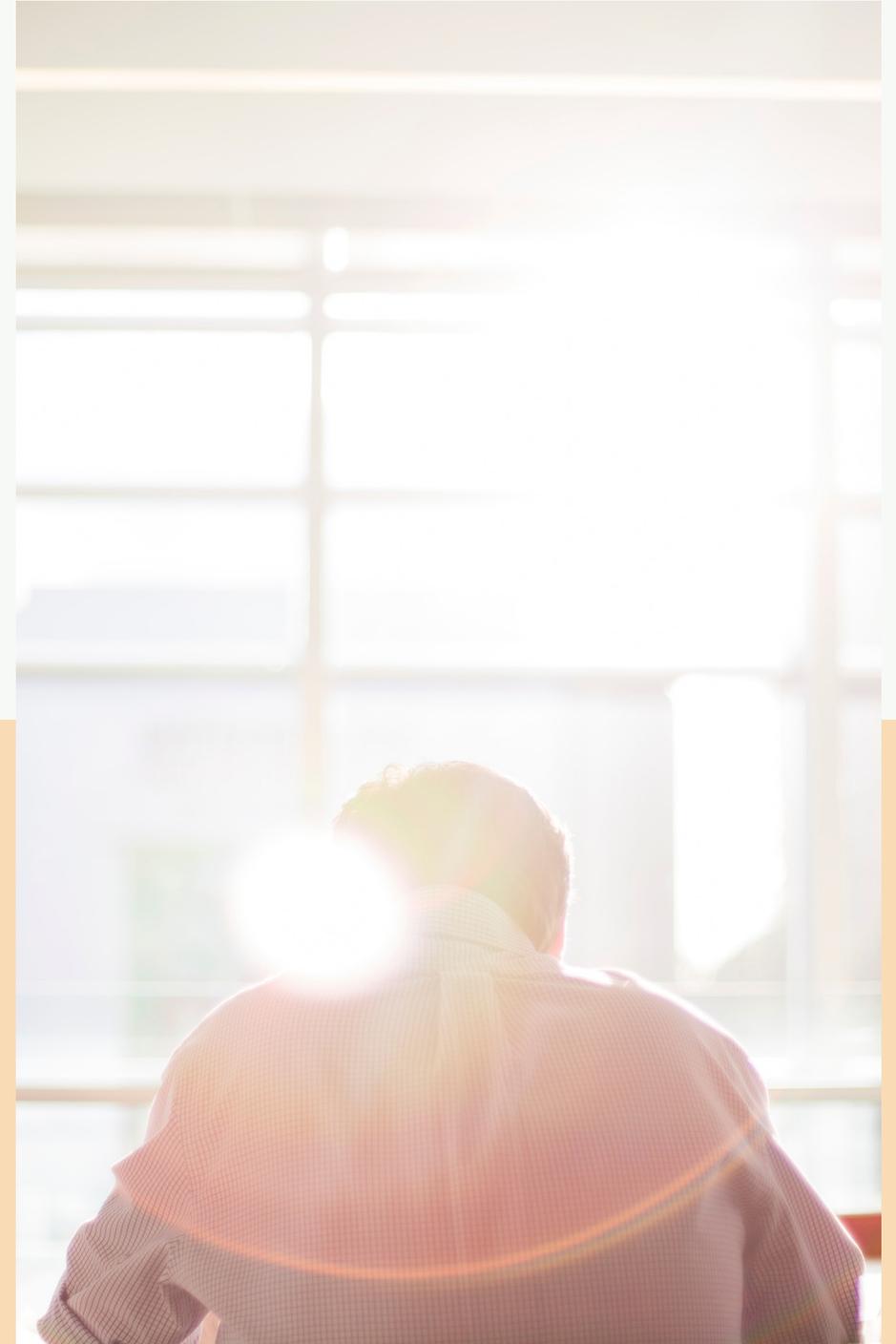**HOW TO**

retain and motivate your best employees

PRESENTED BY:

bambooHR™ | PayScale
HUMAN CAPITAL

WHY
should I care?

There are tangible as well as intangible costs of turnover. These transitions can cause disruption, a loss of institutional knowledge, and a drop in morale and productivity. Progress can come to a halt, leaving projects months behind schedule.

More importantly, how people exit can affect employee sentiment and their view of your company. When they land at their new job, how will they talk about your organization? And what repercussions does it have on your ability to recruit new hires? It's all part of your employer brand. Think of former employees as "alumni" of your company.

Keep in mind, however, that sometimes when people leave, it can be a positive thing. There could be misalignment in skill set, or problems with success in a role. The focus shouldn't be to strive for zero turnover, it's about ensuring you don't lose great employees.

WHY

do employees leave?

According to a *BambooHR survey*, the #1 reason people leave a job is their manager. The manager acts as the de facto organizational representative with the employee on a day to day basis. Employees who don't have a good relationship with their boss are rarely satisfied with their work. Thus, the employee-manager relationship is critical to success in a role. When that critical contact point breaks down, employees are likely to leave.

44 percent of respondents said the main reason they left a job was because of their boss. Here are the most complaints employees have about their managers.

THE MANTER:

- *Takes credit for your work*
- *Doesn't appear to trust or empower you*
- *Doesn't appear to care if you're overworked*
- *Doesn't appear to advocate for you when it comes to compensation*
- *Hires/promotes the wrong people*
- *Doesn't provide direction on assignments or role*
- *Micromanages you and doesn't give you autonomy*
- *Focuses more on your weaknesses than your strengths*
- *Doesn't set clear expectations*

PayScale also looked into what keeps employees engaged in their workplace versus what drives them to look for new jobs. Our study, *"Formula for a Winning Company Culture,"* surveyed more than 500,000 workers, and revealed the top factors that impact employee satisfaction and their intent to leave within the next six months.

APPRECIATION

Do employees feel appreciated for the work they do? We found that appreciation matters most for employee satisfaction. This is one of the most underutilized tools for employee engagement, it's remarkably easy to do and – best of all – it's free.

COMPANY OUTLOOK

How an employee feels about the future of their company also matters a great deal when it comes to their satisfaction and their intent to leave.

An employee who strongly agreed that their company had a bright future is half as likely to leave in the next six months than a neutral employee. On the flip side, an employee who disagreed with the statement is 2.6 more times likely to leave as a neutral employee.

COMMUNICATION

Is there frequent, two-way communication between managers and employees? We found that frequent two-way communication is an important driver of employee satisfaction.

DEVELOPMENT

Do employees have sufficient opportunities for learning and development? Development was the fifth most important variable for driving satisfaction, but comes in third for reducing turnover.

PAY PROCESS

Employees want to know how pay is determined at their company, and if it is a fair and transparent process. Remarkably, how much people are paid for their position, relative to the market, matters relatively little in terms of employee satisfaction. What does matter is how they feel about the pay process. In fact, how people feel about their pay has 5.4 times more impact than the pay itself in determining employee satisfaction.

Ultimately, everything an employee experiences at work – from their pay to the level of workplace communication - contributes to how satisfied they feel from day to day.

So, how do you take the obstacles and turn them into opportunities for your organization? For example, if you have an employee who doesn't trust their manager, how do you go back and teach a manager to build trust with their employees? Also try to consider, what might be happening in your organization that allows these situations to exist?

Millennials, a swiftly growing percentage of the workforce, can interject additional factors into the equation. Their exuberance topples the status quo, presenting the question of how the workplace and employees can be treated differently. Like other motivated employees, they seek advancement and career opportunities. However, it's not just about settling in and feeling comfortable; they want to grow and contribute. Indeed, this new paradigm can present new challenges for your organization: How can you do this with as many roles as possible?

get employees to *want* to stay in your organization

To provide a satisfying employee experience, you'll need to keep engagement high and acknowledge high performing contributors in your group.

Let's take a deeper look at engagement. Here are four elements of engagement, each broken down into four sub-elements. These are the building blocks of a high performing organization.
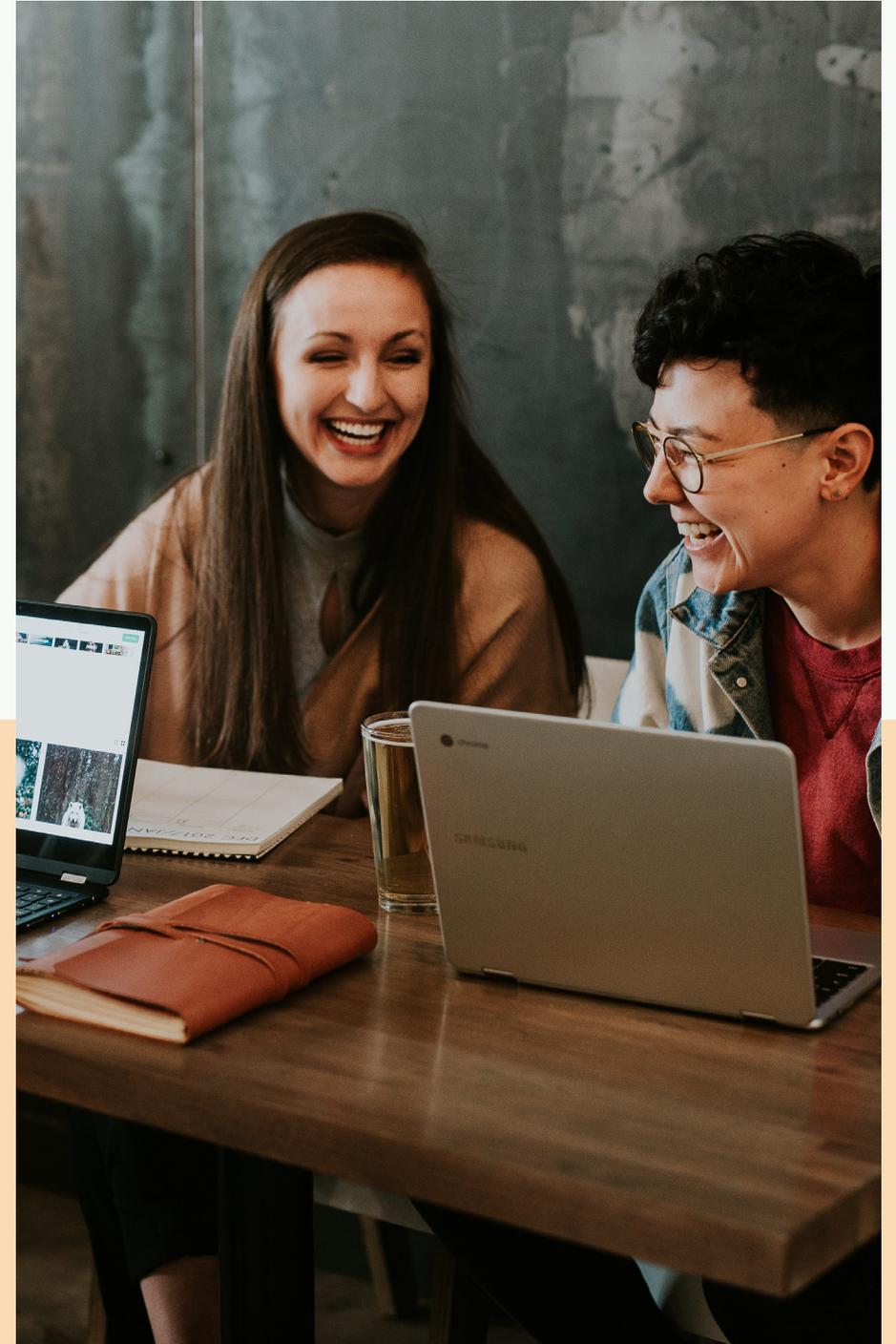
WHAT IS NEEDED TO ACTUALLY GET WORK DONE

- *Objectives – know where you're going*
- *Alignment – doing work that fits*
- *Plan – knowing how to move forward*
- *Space – what you need to progress in your work*

WHAT EMPLOYEES ACTUALLY GET FROM WORK

- *Identity – how employees see themselves*
- *Value – total reward*
- *Meaning – finding fulfillment*
- *Growth – mastery and progress*

ELEMENTS THAT CONTRIBUTE TO ACTUALLY GETTING WORK DONE

- *Contribution – having an impact*
- *Score – measuring progress*
- *Momentum – having inertia*
- *Investment – having skin in the game*

FACTORS THAT FUEL WORK

- *Leadership – having a mentor or guide*
- *Relationships – people and connections*
- *Environment – culture, cues, ecosystem*
- *Renewal – restoration and balance*

ACCORDING TO A GALLUP SURVEY, BUSINESSES THAT RANK THE HIGHEST IN EMPLOYEE ENGAGEMENT HAVE:

- *24% lower turnover*
- *21% higher profitability*
- *17% higher productivity*

When it comes down to it, employees who are engaged perform better. For them to be engaged, you have to provide the right learning and development opportunities so that they are getting a sense of growth and meaning from their work.

PROVIDING

learning & development opportunities

SETTING THE FOUNDATION OF LEARNING AND DEVELOPMENT

The truth is that everyone learns differently. And each employee has individual goals for their development. No longer can you offer just classroom training or take a one-size-fits-all approach. Ideally, each employee's needs are addressed individually. While that may seem expensive to scale, there are some tips and tricks to help.

Furthermore, learning and development is a two-way street. Employees should feel comfortable speaking up if they don't feel they're getting the right learning opportunities. If they aren't speaking up, or taking ownership of their own development, it could mean that there are some foundational pieces missing. For any learning and development initiative to be effective, these pieces must be in place:

● Employees need to buy into the vision, mission, and values of your organization. They also need to understand how their day-to-day work affects the bigger picture. It's important that your leaders consistently talk to employees about why their work matters.

● Employees need to trust in their peers, managers, and leaders. If employees do not trust others they work with to have the best intentions, they won't want to be honest about potential areas of improvement or express their vulnerabilities. When trust is missing in an organization, the whole organization can lose out on insights from employees at all levels that management might not otherwise have.

● Employees should feel that the pay process is fair and transparent. From recruitment to multi-year merit and service awards, employees should know how their compensation is determined and how they can increase their earning potential.

● If pay isn't linked to performance, or if employees do not feel like their skills are appropriately rewarded within your company, they will not go the extra mile to develop new skills.

CONSIDERATIONS FOR LEARNING AND DEVELOPMENT OPPORTUNITIES

Learning and development options should ideally be customized to the individual. Everyone has different learning styles.

● Provide a menu of options; it shouldn't be "one-size-fits-all."
  In addition to the traditional classroom, consider online trainings and webinars.

● Employees, managers, and HR all share responsibility for development.
  Employees should feel they are able to speak up and initiate requests for additional training if needed to succeed in their role.

- Training managers will create a ripple effect.

  Are there untapped in-house talent and resources? Give people opportunities to pass along knowledge they have gained.

- Deal with short-term needs, and make learning ongoing.

  How can you level-up the whole person and the whole organization?

- Build trust in organizational leadership.

  Open communication can help reveal needs that may not be obvious.

- Match different learning options to different learning styles.

  Not everyone responds well to traditional classroom training. Find out how employees respond to different learning styles.

LEARNING AND DEVELOPMENT OPTIONS

One size does not fit all. Nor do all options have to be burdens on your budget. Here is a list of some different options you might consider.

- Career mentorship/sponsorship programs

  These can provide meaningful connections, and potentially move the needle more quickly. In larger companies, it can be a way for employees to access upper-level management, an opportunity they may not otherwise have. In smaller companies, it can engender cross-departmental communication and collaboration.

- On-site training courses

  These can enhance job- and management-related skills. Topics could include "How to Manage Up," or "Knowing Your Customer." These can and should be tailored to your company's needs.

- Leadership training courses

  Topics such as "manager effectiveness" and "managerial courage" can go a long way in empowering managers to solve problems and succeed.

- Tuition reimbursement for courses and certifications

  This is a great option for companies that might not have the in-house training resources. This would also be a great opportunity for employees to share the knowledge they have gained with fellow employees, via a "lunch-and-learn" or similar event.

- One-on-one coaching

  This is an emerging trend. The goal is for a coach to guide the employee to discover their own path. One-on-one coaching can really move the needle much faster than traditional classroom training.

- Job rotations

  This is a great way to build cross-departmental empathy. It can help individuals learn about the day-to-day obstacles others may be facing.

TIPS
for training managers

To help your managers become the best managers they can be, encourage them to tell you what they need to learn. Once you've identified their learning needs, you can create space for managers to talk to each other so that they can share best practices and learn from one another.

"Ultimately, managers have one job: Hire the best talent and continuously engage them. Managers know who's talented. And they know (or should know) who's unhappy with their current situation. If they don't meet the basic psychological needs of their most talented employees, they squander years of performance gains. At worst, they lose their talent (and whoever leaves with them) to their competitors."

Gallup, 2018

While it's important to seek input on what your employees want and need to learn, it's also important that leaders are versed in a number of core competencies:

- How to ask for and give feedback
  Managers should know how to give and receive feedback. Conversely, employees should be encouraged to accept feedback. Doing so can inspire healthier and more productive conversations.

- How to best motivate individual employees
  Manager must identify what drives each employee; discover the individuals' strengths, areas of development, work style, and communication style. Having this foundation will help the manager work effectively with each employee.

- How to have performance conversations
  Managers need to build a strategy for performance reviews. What are the outcomes you want to have from those conversations?

How to have compensation conversations with employees
  When employees have questions about their compensation, managers should be able to explain the reasoning behind comp decisions.

- How to connect with other managers to learn how they solve problems
  When managers work together, they can benefit each other as well as the entire organization.

LEARNING AND DEVELOPMENT IN ONE-ON-ONES

Learning and development can be incorporated into the regular routines of your organization. Make sure you have a guided purpose for your one-on-one meeting. Think of this dedicated time as your employee's meeting that, as a manager, you get to attend. How can you use this time to help address your employee's needs? Consider how your employee might want to grow and how to have that conversation.

FOCUS ON THESE FOUR AREAS TO EXPLORE WITH YOUR EMPLOYEE IN A ONE-ON-ONE:

1. Dig deep. Your employee is a specialist. How can he or she become even more of an expert than they've ever been in their field? Set a goal around how to do that.

2. Broaden your employee's horizons. Identify some projects and opportunities that offer your employee a wider scope of experiences.

3. Review wins and learnings. This is a way to communicate to your employee that learning should be ongoing. Discuss the last major project your employee just completed: What went well? Conversely, what didn't go

well and what are some learning opportunities for your employee? Encourage your employee to find ways to share those learnings with the rest of the team, so that everyone can grow together.

4. Encourage peer feedback. Feedback from peers can be just as valuable as feedback from managers. It's important for an employee to know how their work is influencing and impacting others around them.

STRENGTHS AND WEAKNESSES

People cannot improve until they know their strengths and weaknesses. Your goal is to get to the point where your employees trust you enough to discuss their weaknesses frankly.

It's human nature to feel more excited to talk about what we're good at rather than our insecurities. When managers focus on strengths, it gives employees an opportunity to hone in on what they're interested in and excited about, boosting engagement across the workforce.

On the other hand, it's an important skill to be able to talk about weaknesses. And doing so can really help employees improve.

A *Harvard Business Review* interview raised the question "What if coaches and practitioners, HR managers and leaders are only indulging in their strengths-based approach because they don't have the courage to give people the bad news, and tell them what they need to hear, as opposed to what they want to hear?"

Applied further, in the world of coaching, there are likely those people who keep and retain their clients because they spend a great deal of time telling them what they want to hear, and what they're great at. While this strategy might have great short-term effect, it doesn't lead to any real career development for those who are being coached.

Are your managers prepared to tell people not just what they want to hear, but also what they need to hear? Ultimately, well-rounded feedback will help people be more successful in their roles.

is coaching?

There are many different ideas about what coaching means. Is it the same as mentoring? Consulting? There's a fine line. The International Coach Federation provides a succinct definition:

"Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential."

At a basic level, coaching can include the following:

- Helping an individual navigate development opportunities
  How does an employee get to the "next level"? Do they even know what the next level is?

- Career pathing discussions
  Help an employee crystallize their thoughts on where they want to go next in their career

- Conflict resolution assistance
  Help an employee navigate a difficult conversation
  Identify tools for dealing with issues

- Feedback communication tools
  Help an employee figure out how to give and receive feedback

- "Managing up" support
  How do you manage up to your boss, or your boss's boss in a respectful manner?

Bear in mind, development is holistic. Just be sure to clarify the confidentiality aspect. Often, confiding in a coach can feel safer than going to HR.

SHOULD YOU HAVE A COACH ON STAFF?

If you're questioning whether or not bringing a coach on board would benefit your organization, here are some things to think about:

- How is morale within your organization?
  Like any program, it should be tailored to your culture. Would your employees be open to it? Would someone from outside work better? Coaching – like feedback or opinions – need to be invited.

Do you have existing employees who have the passion and talent for coaching?

It could be cheaper to have someone on staff full-time than to hire a consultant.

- Can you run a pilot program first? Try it out with a small group of employees first before making it available company-wide.

In order to have an effective coaching program, it's important to limit the number of people who participate. Getting certified lends credibility to your potential coaches. Two organizations that provide certification are the *Association of Talent Development* and *International Coaching Federation*. However, there are countless other certification bodies. Be sure to research which ones best meet your organization's needs.

FINAL

takeaways

Retaining and motivating your best employees require a multi-faceted approach. Make sure you consider the following as you think about ways to create a more engaged workforce:

● Take the time to recognize and acknowledge the hard work of your employees, and do it in a way that feels meaningful to the individual. Remember, 69 percent of employees would work harder if they were better recognized (*not necessarily better paid*).

● Make recognition into an org-wide habit. Get employees to recognize one another. It can be a fun learning experience and create great bonds.

● Find appropriate ways to measure engagement. But don't ask employees questions if you're not willing to act.

Investing in growing the people at your organization is the best investment you can make for long-term success.

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