

RETENTION'S LAST STAND



Why we need to
finally get it right

Note from Jerry Roberts:

The moment I walked off the Dusit Thani stage on July 3rd, I knew there were some additional key points to make. I've added some of them in this slide deck. One, **we're in a game of inches when it comes to retention**, not feet or yards. That means we all will have to roll up our sleeves and do the daily work to win minds. We'll win some and lose some. **The key is to win more than we lose, and certainly to win the ones that are critical.** What follows here is a recipe to making that a reality for your organization.

Having seen companies struggle with this issue, in 2005 I wrote *RPM: Recognition, Praise and Motivation*, a course that hits the “reset button” for managers and supervisors, emphasizing **the need to establish stronger relationships** with the members of their team. Those relationships would become **the glue** that helped convince workers to stay, rather than leave. If they did leave you, it would require a larger offer, maybe a much larger offer. Essentially, **RPM was designed to make your talent more expensive for your competitors.**



I titled my presentation **Retention's Last stand** because for as long as I can remember (five decades in Guam, 28 years as a trainer), most employers have used money and benefits as their way to retain good talent. **The problem? Competing employers will match or exceed offers.** So, costs have increased but the retention problem has only gotten worse for many. Compensation is a part of the mix for sure, but the larger question is, "What else will get people to stay?" I believe there's only one thing left...and it's our last chance to finally get it right.

The next 35 or so slides are what you saw at the breakfast meeting, along with notes at the bottom of some and additional content that I hope is helpful.

I have more information coming on this topic, but I wanted to get the basic presentation to you as quickly as possible.

Let me know if I can help with your retention efforts.

Best wishes.

Jerry Roberts





Hiring and retaining workers is harder now than ever.



118

Yes

114 (96.61%)

No

4 (3.39%)



In the future, I expect hiring will be:



131

Easier

20 (15.27%)

More difficult

111 (84.73%)

30 %

worker engagement rate

Who is bringing energy and focus to their work everyday, and who is just going through the motions?



70 %

of engagement is the
manager-worker relationship

As we agreed, the fact is that people don't leave organizations, they leave their managers. We need to train managers differently, and more often if we want them to be a positive force for engagement and retention.



59 %

Of workers claim **they had no workplace training** and that most of their skills were self-taught.

29 %

are **very satisfied** with their
current career advancement
opportunities

About the same number as those who are engaged.



74%

**feel they aren't reaching full
potential at work due to lack of
development opportunities**

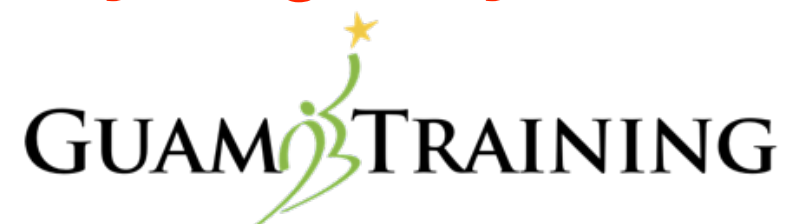
Personal and career growth is a HUGE issue.



76%

Of workers say that **a company would be more appealing** if it offered additional skills training

People will stay longer if you invest in their talents.



70 %

may leave their current job for an organization known for investing in employee development

Besides money, the promise of advancing skills is a reason people leave one organization for another.



70 %

**of high-retention-risk employees
will leave their company in order
to advance their career**

30-50 %

**Retention rates for companies
with strong learning cultures**

When you invest in worker development, you're not just building skills, you're building a higher wall that your competition will have to climb in order to convince talent to leave you.



Long Term

Longer

Forget everything you know about long term employment when you're talking to Gen Z workers. **Unless their ultimate goal is a government job, that's not their focus.** They want to learn and build skills. **The name of the game today is finding ways to extend employment.** Another three months. Another six months. A year. Better relationships can do that for you.





Have you raised wages in the past year?



134

Yes

112 (83.58%)

No

22 (16.42%)

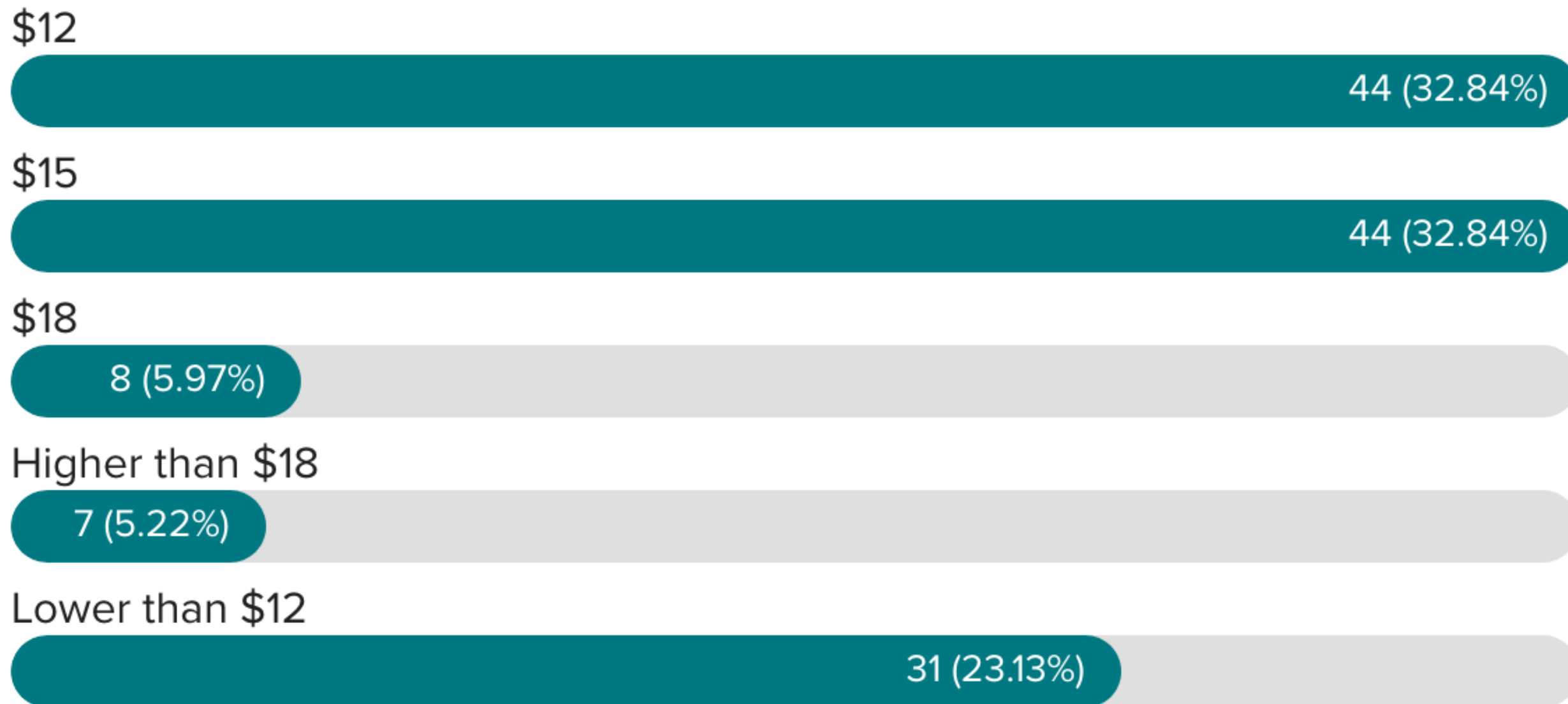
Let me be clear. Creating better manager-worker relationships doesn't mean you can automatically pay people less money. **You will always need to remain competitive in compensation. The importance of better relationships is that your competition will have to pay more to steal away your talent.**



What will Guam companies be paying as a starting wage in two years?



134



The federal government is already over \$17 per hour. Roughly one-fourth of those polled feel pay won't get up to \$12, while slightly larger groups of attendees were split between \$12 and \$15.



How much more would a competing employer have to pay to hire your key talent away?

140

Very little (if any more)

10 (7.14%)

5%

8 (5.71%)

10%

22 (15.71%)

15%

25 (17.86%)

20%

41 (29.29%)

25%

15 (10.71%)

More

19 (13.57%)

I've had HR managers tell me that **this is a scary question**, because it's different in every case and all you can do is guess. **54% here believe it will require 20% more money to get their people to leave.**

How much more would it take for another employer to hire YOU away?

I don't recall asking this question at the breakfast meeting, but I'll ask it now. **How much would a competing employer have to offer you before you would make the change?**

5% 10% 15% 20% 25% More Not for sale





RPM™

Recognition, Praise & Motivation

GUAM  TRAINING

“Pay people well ...

**... and fairly, then do
everything possible to
help them forget
about the money.”**

Alfie Kohn

RPM

Recognition, Praise & Motivation

We discuss 17 positive motivators in RPM. Here's two I'll share. First...

- **Feeling appreciated**

Don't forget our conversation on praise. Watch out for using the generic term, "good job." It loses impact after a while. Be specific about the reason you're offering the praise. This is far more meaningful.

RPM

Recognition, Praise & Motivation

Here's another...

- **Personal growth**

Just as the term implies, growth is personal. **Human beings are wired for progress.** Sure, some seem to fight that, but most of us would like to develop greater skills. It's a powerful tool for better retention.



RPM

Recognition, Praise & Motivation

In RPM, we discuss 14 negative motivators. Here's one...

- **Criticism**

Go to the next slide for more on criticism.

Delivering Criticism

- 1. Be Timely** — Provide feedback as close to the actual event or behavior as possible. Timely feedback is much more impactful than waiting days, a week, or longer.
- 2. Be Specific** — Focus on describing the exact behaviors, actions, or results you're providing feedback about. Avoid vague generalizations.
- 3. Balance Positive and Constructive** — Make sure to highlight what the employee is doing well in addition to areas for improvement. The feedback should feel balanced, not overly critical. This is important for all workers, and particularly the younger team members.
- 4. Focus on Behaviors, Not Personality** — Stick to commenting on the employee's actions and work, not their personality or character. Also, don't make it a blamefest where the employee feels the need to get into a defensive mode. Focus on correction.
- 5. Solicit Employee Input** — Get the employee's perspective and insights. Ask for their thoughts on the feedback and any challenges they face. You need their involvement.
- 6. Agree on Action Steps** — Work with the employee to establish clear action items, goals, or development plans based on the feedback. This helps them move forward.
- 7. Follow Up** — Before the meeting ends, schedule a time to check on progress. Continuity and accountability are key to making feedback work.

RPM

Recognition, Praise & Motivation

Here's another...

- **Poor communication**

How well a manager communicates with a worker **has great impact upon the overall relationship**. An open discussion with workers about this topic can help reveal issues before they become major problems.



When it comes to regular praise and recognition of employees, our managers:



130

Are clueless

6 (4.62%)

Don't do much

61 (46.92%)

Give it frequently

52 (40%)

Are amazing

11 (8.46%)

The room was roughly evenly split on the praise issue. If you were to quiz your workers about this, what would they say?



Personally, the last time I received praise from my boss was:



131

The last two days

45 (34.35%)

Last week

35 (26.72%)

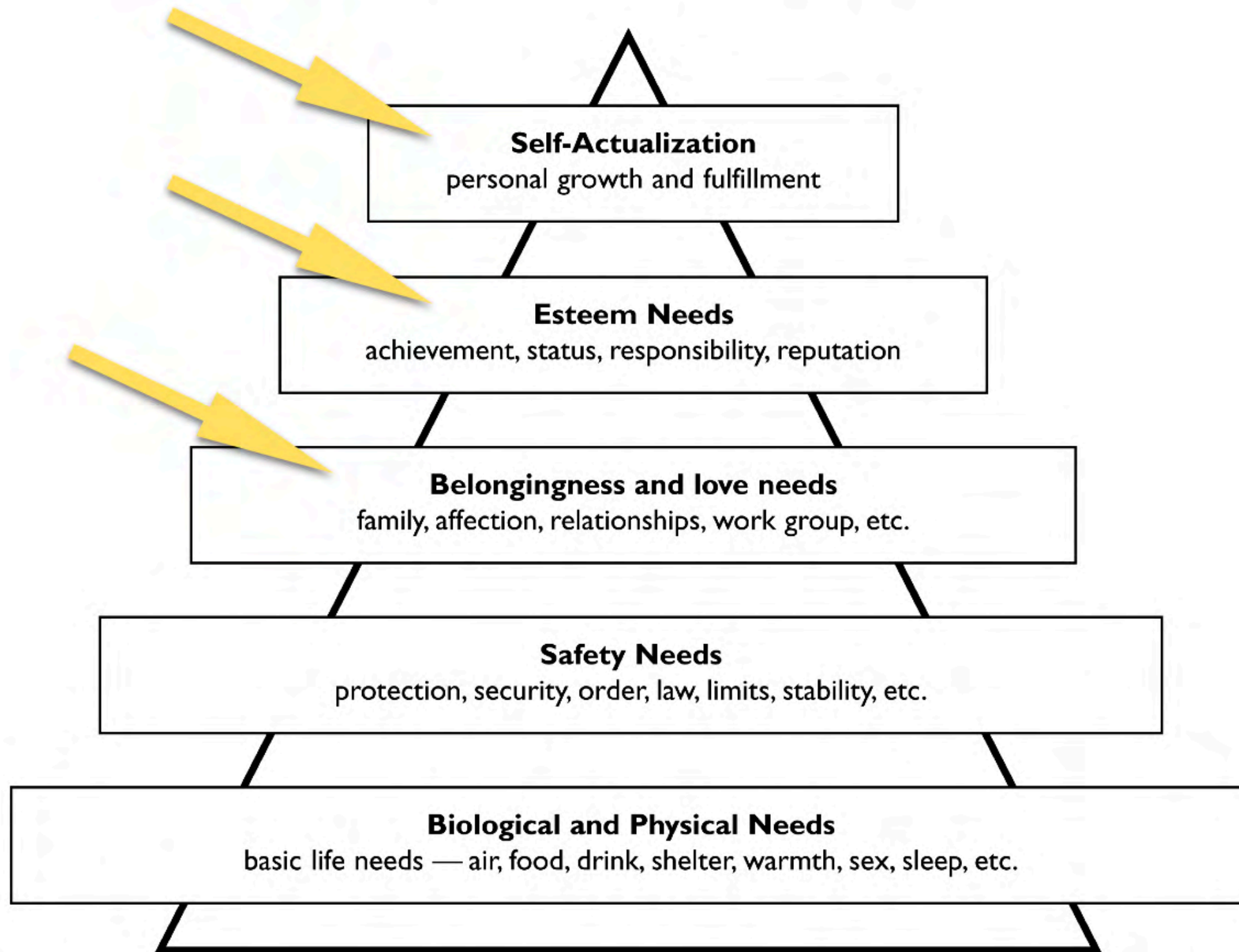
Don't remember

38 (29.01%)

Praise — what's that?

13 (9.92%)

Maslow's Hierarchy of Needs



See the next page for more on Maslow's Hierarchy and what it means for us.

What Maslow Teaches Us

Maslow's Hierarchy reminds us of how complex people are, and yet how simple it is to understand the things we need to be in place in order to function well.

If a worker doesn't have the basic elements in **biological and physical needs**, how can we expect them to meet any work expectations? It's the same in the next level up, **safety needs**.

Here, money problems, health concerns, kids in trouble, abuse and more can take their toll on anybody. None of us think of our workplace as a sanctuary, but that's exactly what it is for some people. It may well be the best eight hours they get.

Moving to **belongingness and love needs**, we can still be derailed if we aren't being supported in the area of family, relationships, and the belief that we are accepted as part of something larger than us alone. That something is our team at work.

People who don't feel they belong or "fit in" at work generally aren't going to be high-level performers, and won't stay with you for an extended period.

The last two stages of Maslow's Hierarchy, **esteem needs** and **self-actualization** are certainly positive and where people should feel free to focus. When people spend more time and effort in those levels, retention is on the table for them. That being said, managers must be aware of the road workers travel to get there, and to recognize when people may be in distress.



**Where do
we go
now?**

70 %

of engagement is the
manager-worker relationship

We come back to this fundamental concept once again. **Managers must be relationship builders for your retention plans to work.**



Rethink Your Training

If training your managers and supervisors isn't the first item on your development agenda, **I urge you to reconsider the plan.** We have programs available for organizations that want this training in any frequency you need — from once per year all the way to weekly, and to meet almost any budget.

Building strong worker-manager relationships creates higher productivity, and leads to increased retention. If that's your goal, this is the path to take.



36 %

**of organizations are most likely to
provide training **once a month or
once every three months (SHRM)****

Is yours training at that frequency?



57%

**of companies invest between
\$500 and \$3,000 per employee in
their training (SHRM)**

Relatively few organizations in Guam train workers at this level.



50 %

**of managers with over 10 years of
experience say they've only had
nine total hours of training**

85 %

**of American workers said: “Poorly
trained managers create a lot of
unnecessary work and stress.
(SHRM)**

84%

of new managers receive **no
formal training (Gartner)**

We see this too often in Guam's private sector, but also with GovGuam and federal agencies/departments.



ACTION PLAN

Name _____

Course: _____

1. Key principles, strategies, and takeaways: (List in groups of three)

Guam Training launched our **ACTION PLAN** form in June with our successful public workshop series. We've already heard from HR managers who reported that attendees have submitted detailed plans, and that the forms will be used to monitor progress as well as influence future training investments. I urge you to try it.

○ _____

○ _____

○ _____

○ _____

2. How I plan to use what I learned: (be specific and use reverse side if needed)

RETENTION: Whose job is it?



It's Everybody's Job

Retention is an enterprise problem — needing an enterprise solution

It starts with leadership

We understand that retention problems didn't happen overnight and they won't end that way, either. As mentioned earlier, we're in a game of inches and progress is determined by the positive actions we take every day. Leaders must commit time and resources to a long-term plan, or it won't work. They also should be involved personally, not just giving approval and then tossing the ball to HR.

Managers are trained...and results measured

The earlier slides show how little training managers receive, and that plays a big role in the retention issues we face. Managers and supervisors must be trained regularly, with an emphasis on building relationships and growing people. We think an excellent place to begin is with our course, *RPM: Recognition, Praise & Motivation*. Please ask about how we can bring it to your organization. As for measuring results, maybe it's time to consider adding items to your key performance indicators (KPI).

Get the front line involved

When they feel that management is more responsive to their needs, front liners are usually open to discussing their treatment of coworkers as well as customers — and finding ways to improve. When retention is everybody's job and they believe that, you'll see it, hear it, and you'll get results.



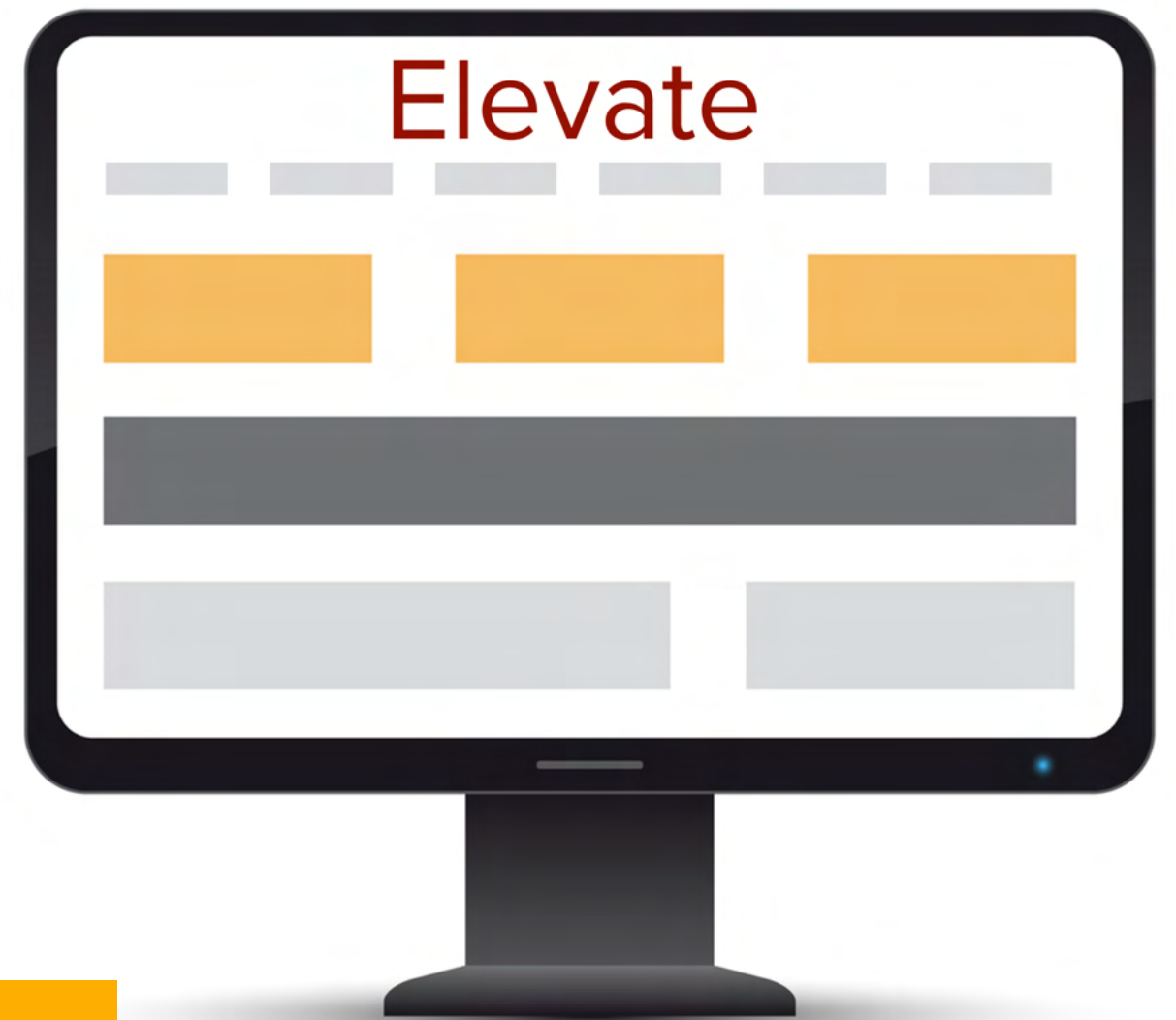


Win the Retention Game

- Pay people fairly
- Train managers to build relationships
- Let workers know why their job matters
- Show each person a path to personal and career growth
- Discuss advancement opportunities
- Plan to promote from within, then get people ready for job openings.
- Grow younger workers, encouraging them to stay another three months. Then go for another three, etc. It's about l-o-n-g-e-r.
- Rinse and repeat.

Coming in late August...

Workplace issues
Training tips
Fresh ideas
Strategies



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I'm honored that SHRM asked me to share ideas on retention with our members. (I'm a member, too.)

My hope is that my presentation, plus your collaboration with other people that day, has given you useful ideas to help your organization get stronger and build better working relationships.

Thanks for being a part of it.

Jerry Roberts

