# HOW DSA **TO KEEP** YOUR BEST TALENT:

**Approaching Retention with Intention** 



### IT HURTS WHEN TOP TALENT WALKS OUT THE DOOR.

All turnover comes at a cost—but losing your top talent is especially costly. When a top performer leaves, it causes a ripple effect in your organization.



If you've been burned by top talent walking out the door, you're not alone. Employee retention is a top priority for all organizations, in every kind of job market. Companies looking to build a magnetic culture, improve engagement, and inspire better business performance know retention is critical.

#### THE STATE OF EMPLOYEE RETENTION & TURNOVER

**Employees say:** Intentions to stay have remained steady around 74%.<sup>1</sup>

**Organizations say:** Q4 engagement rates trend downward from an average of 76% to 73% or lower. This shows why it's important to engage employees all year long.<sup>2</sup>

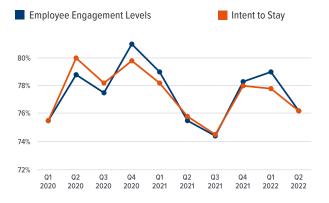
#### The job market says:

- Quit rates are holding steading month-over-month<sup>3</sup>
- · Unemployment rates are at historic lows
- Labor shortages are still causing headaches

While employee retention is top of mind ... leaders admit their retention strategies are not that effective. Most say their approach to retention is at the intermediate or beginner level.

This simply won't cut it as employee engagement and employee intent to stay have been on the decline.

#### **Employee Engagement Levels and Intent to Stay**



In recent years, we saw record highs in engagement and intent to stay as employers turned their focus toward their people. But many organizations haven't sustained these levels due to misaligned priorities.

No matter the state of the job market, keeping your best talent is critical to the success of your business. And engagement serves as a buffer in good times and in bad.

If you're not taking time to strategically address retention and turnover, you're leaving a lot on the line. But we have good news! A lot of unwanted turnover is actually preventable.



### 1 in 3 employees that leave their organization say their departure was preventable.

There is hope in these numbers. A lot of time, money, engagement, and energy to be saved. But to reap the benefits, you must shift your mindset—and approach retention with intention.



<sup>&</sup>lt;sup>1</sup> Quantum Workplace Research Panel, "Staying and Leaving the Organization"

<sup>&</sup>lt;sup>2</sup> HR.com, Talent Management Excellence October 2022, "The State of Employee Retention 2022-23"

<sup>&</sup>lt;sup>3</sup> Bureau of Labor Statistics

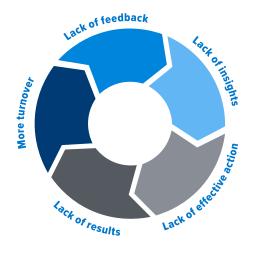
### KNEE JERK RETENTION STRATEGIES WON'T WORK.

Unwanted turnover can feel overwhelming. It's all too easy for leaders to go into fight or flight mode. To be paralyzed from uncertainty about where to even begin. But we must overcome.

We cannot:

- · Make decisions on a hunch
- Enact broad, uninformed strategies
- Assume we know why employees leave
- Look at surface-level metrics

When we start taking action on turnover without data, measurement, and strategy, it creates a vicious cycle that isn't good for anyone.



With the right tools, you can break the cycle. Not only can you shed light on what is causing top talent to walk out the door. You can actually predict when such a catastrophe might be looming and deploy strategies to prevent it.

### **Turnover is predictable.**

Many departing employees express their dissatisfaction and intent to leave with someone at their organization before they leave.

**62%** of departing employees said they discussed their decision with either their managers or coworkers before leaving.<sup>4</sup>

If leaders are in tune with these signals, they can act in a timely manner—and potentially save top talent from exiting the organization.

<sup>4</sup> Quantum Workplace Research Panel, "Staying and Leaving the Organization"

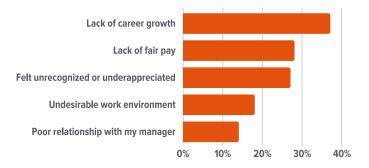
Leaders also need to be attuned to the why behind these exits. Most believe pay is the primary reason employees leave. And pay definitely plays a big role—but it's often part of a larger and more complex story.

Pay is a form of confirmation and value. Perceptions of unfair pay and lack of growth and recognition often go together. You don't want pay to be distracting from all the good things that you're doing in the organization—the things that drive long-term engagement and retention.

The most widely cited reasons for turnover, as told by employees, are:

- · Lack of career growth
- Lack of fair pay
- Feeling unrecognized or unappreciated

#### **Primary Reasons Employees Leave**



### **Turnover is preventable.**

We mentioned already that a LOT of turnover is preventable. Employees say they might have stuck around if circumstances had been different. And our research affirms this.

While career growth and recognition are top reasons for turnover, there's much to be done by the organizations that employees are leaving:

**70%** of employees said they didn't have a discussion about their future or growth in the 3 months prior to their departure.

**53%** say they weren't recognized for their contributions to the organization.



## HOW AS TO KEEP YOUR BEST TALENT

Okay. So we agree it HURTS when top talent leaves. And we know we need to change.

The first step to growth is acknowledging that what we're currently doing—it's not working.

In our 20+ years of coaching and equipping thousands of executives, HR leaders, and their teams, we've experienced incredible joy in empowering organizations to grow and succeed.

There's nothing more meaningful to us than watching a leadership team have their "aha" moments, gain confidence, try new things, and drive big results in their organization.

And we firmly believe that a small shift in mindset can create a big shift in outcomes. Change doesn't happen overnight, but in day-to-day behaviors that lead to BETTER.

So, let's take some time to challenge our thinking together.

On the pages that follow, we're going to flip some common (and unproductive) mindsets on their heads. Our hope is not to discourage you, but to help you see a new way forward.

- #1: You do <del>not</del> need to spell it out.
- #2: Employees will not tell you what's really going on.
- #3: There are <del>not</del> many ways to measure turnover.
- #4: There's not a lot you can do to stop turnover.
- #5: Employee engagement and culture are not real solutions.
- #6: Turnover does not span beyond HR's purview.



### YOU DO MOT NEED TO SPELL IT OUT.

You've heard it before. If you can't measure it, you can't manage it. And in this case it's true.

You need a crystal clear picture of what is driving people to leave and what is driving them to stay. Without this context, you WILL fail to see results. You need to work to understand:

WHAT is happening with your turnover? WHO is leaving? WHY are they leaving? WHERE are there trouble spots?

Only after answering these questions can you figure out HOW you will address your turnover.

### **Case Study: Mutual of Omaha**

### МитиаL Отана<sup>®</sup>

A Fortune 500 insurance company, **Mutual of Omaha** was founded on a simple but powerful principle: to help people in their time of need and protect those they love the most.

In recent years, the insurance and financial services industries have become increasingly competitive for talent.

Mutual of Omaha was having a hard time recruiting for technology roles—and was seeing high turnover within the first two years of employee tenure.

The company knew that having the right insights would help them understand and troubleshoot turnover effectively—so they turned to Quantum Workplace's employee engagement platform.

### Mutual of Omaha utilized a broad range of employee surveys to capture feedback at various stages of the employee journey.

In addition to leveraging an annual engagement survey, Mutual of Omaha also launches regular pulse surveys to capture critical feedback on important topics.

 In 2021, they launched a pulse to understand employee perceptions and preferences related to post-pandemic work arrangements. • In 2022, they launched a "War for Talent" pulse to get a feel for how equipped the company was (or wasn't) to attract, engage, and retain top talent.

A strategic employee listening strategy has empowered Mutual of Omaha to gain clarity around what is driving people to stay, what is driving them to leave, and what leaders can do to improve retention and engagement.

The company has seen measurable improvements:

#### **94%** FAVORABILITY RATINGS FROM NEW HIRES AFTER 30 DAYS OF EMPLOYMENT

**93%** OF ASSOCIATES MAKING PROGRESS ON A LEARNING AND GROWTH PLAN (A KEY MAGNET IN THE COMPANY'S RETENTION STRATEGY)

**86%** EMPLOYEE RETENTION RATE

**READ MORE** 

Read more about Mutual of Omaha's success.

### **Quick Checklist: Spelling It Out**

- □ Prioritize clarity
- □ Lean into employee feedback
- □ Examine WHAT is happening
- □ See WHO is leaving
- □ Understand WHY they're leaving
- □ See WHERE there are trouble spots



# EMPLOYEES WILL MOT TELL YOU WHAT'S REALLY GOING ON.

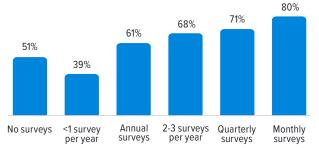
Employees want to have a voice in their experience at work. They know better than anyone what might be causing people to leave—and many will share their ideas and concerns directly if you ask.

To capture this kind of feedback, you must open up a variety of channels to help leaders listen.

Some leaders we've worked with are hesitant to ask for too much feedback, worrying about survey fatigue. Others don't believe employees will share honestly. But our research<sup>5</sup> shows employees are most engaged when:

- Leaders regularly **ask** for feedback
- Leaders regularly act on feedback

#### **Employee Engagement Levels by Survey Cadence**



It's the action that matters most here—and feedback helps you focus your action. Rather than deploying broad strategies with no data to back them up, you can use employee feedback to approach challenges strategically.

### **Employee Listening Tools**

There are a few employee listening tools you should have in your toolbelt in order to get the most accurate perspective on retention.

### **Employee Lifecycle Surveys**

Employee lifecycle surveys help you assess what's going well and what's not—at various stages of the employee journey.

Candidate and new hire surveys can help you understand barriers early in the employee journey. Exit surveys help you capture feedback from departing employees. You can also launch these surveys at critical moments—like after a promotion or a change in management.

### **Employee Engagement Surveys**

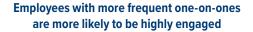
Your employee engagement survey is a key source of data to fuel your retention strategy. It's your big picture view of what is happening across your organization. It helps you understand engagement trends over time and empowers you to act on and measure the success of your retention strategies.

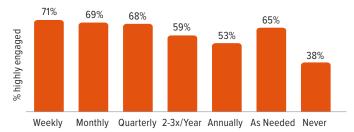
Engagement and lifecycle surveys are useful on their own, but the magic really happens when you combine the data to paint a broader picture.

Where are there inconsistencies? What red flags are showing up? How might you address them?

#### Manager-Employee 1-on-1s

Employees who have at least quarterly 1-on-1s with their manager are 2.4X more engaged than those who don't.<sup>6</sup> They're also less likely to leave for advancement opportunities outside of your organization.





1-on-1s should focus on a mix of engagement, performance, and growth. They should be focused on the future and managers should leverage a coaching approach.

Paired with insights from your survey data, 1-on-1s can also help leaders get to the root of retention issues and help troubleshoot solutions that prevent turnover of top talent.

<sup>5</sup> Quantum Workplace Research Panel, "Employee Surveys at Work"

<sup>6</sup> Quantum Workplace Research Panel, "Performing Your Best at Work"



### **Case Study: Sammons Financial**



Sammons Financial Group (SFG) is heavily focused on establishing a "workforce of the future" and best-in-class workplace culture. The company feels both are necessary to retain top talent in a competitive market.

To support its retention and talent management efforts, SFG uses employee listening tools from Quantum Workplace.

#### **EMPLOYEE LISTENING LEADS TO RESULTS**

- SFG has one of the lowest voluntary turnover rates in the financial services industry
- They've had 90%+ participation rate on their engagement survey for 4 consecutive years
- 9 out of 10 SFG employees recommend the organization as a great place to work

Initially, SFG's survey implementations were infrequent, happening only every 2-3 years. Years later, they had a big question:

#### "What are we actually doing to understand employee voice?"

The company realized employee voices needed to be captured more frequently to achieve a more accurate, timely view.

After shortening their engagement survey cadence to 18 months, SFG's employee engagement efforts started gaining momentum.

The company saw an increase in engagement and a stronger organizational commitment to action. The progress led to leadership buying into an annual survey. With a regular cadence of employee listening, SFG gains a true year-over-year understanding of employee voices—and can design annual commitments around this timing to better align with opportunities uncovered in the survey data.

Prior to moving to an annual survey cadence, one of the challenges SFG faced was understanding how to best utilize their data.

Now, SFG can equip organizational leaders with the data they need, on a more frequent basis, and understand where to act. They have the potential to activate real, meaningful change when it comes to engagement and retention.

READ MORE

Read more about Sammons Financial Group's success.

### **Quick Checklist: Employee Listening**

- D Open up a variety of listening channels
- □ Survey employees at least quarterly
- □ Leverage targeted action plans
- □ Connect the dots across your surveys
- □ Dig into key issues with 1-on-1s



### THERE ARE MANY WAYS TO MEASURE TURNOVER.

It can be difficult and overwhelming to figure out how to impact unwanted turnover broadly. This feeling often causes leaders to avoid taking action to retain top talent.

But there are a lot of smart ways you should be looking at your turnover that go far below the surface. And when you dig in a little deeper, it is much easier to make an impact.

When it comes to employee retention, data is your friend.

#### **QUESTIONS TO ANSWER WITH TURNOVER DATA**

- What's your turnover rate?
- How are things trending?
- How do we compare to others?
- Who is leaving?
- Which demographics have the most turnover?
- · What are the top reasons employees leave?
- Which demographics face what issues?
- Where is turnover the highest?
- Where does turnover pose the greatest risk?

Because turnover is about people and business—and both of these variables are prone to frequent change—the answers to these questions will likely change often.

It's important for leaders to keep a pulse on turnover in order to build an intentional and effective approach.

### See the big picture.

It's best to start with a comprehensive view. You can do this by keeping an eye on your turnover rate and trends and also your engagement data.

You can find a ton of actionable insights in your engagement and exit survey data. If this was the only thing you did, you'd be off to a great start. You can often uncover patterns and trends just by looking at what surfaces across a couple of different data sources.

### Drill down deep.

It becomes much easier to take targeted action when you move from seeing the big picture to uncovering what's happening in specific areas.

When you start slicing and dicing your data across demographics and areas of the business, you'll be able to understand what is happening, where, and how to approach and address it.

#### WAYS TO SLICE & DICE YOUR TURNOVER DATA

- Tenure
- Department/division
- Region
- Function
- Gender
- Race/ethnicity
- Age/generation
- And many other demographics!

### Focus on the future with predictive analytics.

It's good to get a sense of what has happened to cause turnover. But it's even more valuable to understand what might happen.

Understanding who is at risk of leaving and why gives you ammo to take strategic, quick, action. You can reallocate your resources and focus on addressing areas that truly matter.

Predictive analytics (like Quantum Workplace's proprietary Employee Flight Risk model) can help you plan for the future and put a stop to costly turnover.

Employees categorized as a "high flight risk" in our Flight Risk tool are 4X more likely to leave their organization within 1 year.



### **Case Study: Growing Manufacturing Company in Twin Cities**



### TWIN CITIES-BASED MANUFACTURER

As one of the largest privately held companies in the Midwest, this Twin Cities manufacturer has experienced exponential growth over the last several decades.

Coinciding with that growth, the company has evolved its employee listening strategy to capture and understand the employee experience. They partner with Quantum Workplace to implement engagement, pulse, and lifecycle surveys.

The growing manufacturer utilizes an employee engagement survey to uncover areas in which the company can move the needle, paying close attention to specific business units and regions.

They have used pulse surveys to hear from employees at locations where acquisitions have happened. The goal was to make sure that new employee onboarding was effective and employees have everything they need.

The company uses exit surveys to get a more holistic view of turnover. The ability to understand macro and micro turnover trends allows the company to see how turnover affects different employee demographics and pinpoint reasons for turnover within specific groups.

Exit survey analytics have helped the company uncover areas of misalignment and opportunity, including:

- Creating more clarity on manager/employee workload expectations to help prevent unwanted turnover early in the employee journey
- Better understand compensation expectations in a competitive market

The analytics also helped shed light on why critical roles and skill sets have left the company, and to uncover trends in areas of the business experiencing higher turnover.

"The labor market is really tight right now, and we get a lot of great intel from the surveys to help us improve the employee experience and understand why people might be leaving," said the company's Organization Effectiveness Leader.

"In an industry where turnover is pretty high right now, it's important for us to have this intel in order to stay competitive."

### **READ MORE**

Read more about this Twin Cities Manufacturing Company's success.

### **Quick Checklist: Measuring Turnover**

- □ Use your data to answer key questions
- □ Start with the big picture
- Drill down into specific populations
- □ Connect the dots across your surveys
- □ Leverage predictive analytics



### THERE'S MAT A LOT I CAN DO TO STOP TURNOVER.

"Turnover is inevitable." "We can't make everyone happy." "We can't really do much about it."

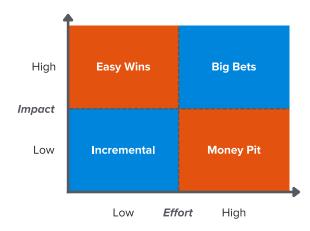
Turnover happens, but leaders have a lot to gain from working to address retention with intention.

To move the needle, leaders must invest in effective action. They must be willing to walk away from things that are no longer serving them and double down on what's needed to drive positive change.

Actions should be focused on continuous improvements. Leaders must be agile and iterate as they receive new information and/or try things that do or don't work. Even the smallest shifts can make a big difference.

Once you've uncovered insights in your engagement and turnover data, it's time to prioritize. One of our favorite tools to use is an impact/effort scale. Ask yourself:

What is going to have the most impact? What level of effort might each initiative require? What's going to matter most to high risk areas?



The sweet spot will be the areas you rate as high impact and low effort. But don't ignore high effort areas altogether! It's good to choose a couple of "big bets" to chip away at to help set you up for long-term success.

Once you've weighed your options, it's time to get started. What does your roadmap look like over the next month? Quarter? Year?

You should revisit your roadmap often and make adjustments as needed. Revisit your progress and assess how things are going.

Are the actions you're taking having an impact? Is engagement increasing? Is turnover decreasing? What feedback are you hearing? How might you adjust for the future?

This helps your organizations validate what is working and strengthens the mindset that talent is an investment, not an expense.

### Bring in your managers.

It's a big mistake for leaders to hoard engagement and turnover data and keep managers at arm's length. Your managers are on the front lines of retention and your data can empower them in big ways.

Share your survey data with managers! Open up a dialogue with them about it. Make sure they have training and resources to navigate critical retention areas like performance, growth, and employee wellbeing.

What is happening on their teams? What don't they know? What do they need to be effective?



### Case Study: Briggs Industrial Solutions



**Briggs Industrial Solutions** is an ESOP-owned company, with a comprehensive offering of equipment, rental, service, and design products to complete business solutions for their customers.

They began partnering with Quantum Workplace on their engagement survey in 2020, wrapping up their third engagement survey in 2022.

"We've gone through a lot of changes as a company and have used feedback from surveys to implement positive change," said Bianca Perez, HR Manager at Briggs.

By taking feedback from the surveys and diving deep into targeted areas of the company via focus groups, Briggs is able to uncover solutions and strategies to move the needle on areas that are impacting engagement and retention.

Iln 2021, Briggs was struggling to retain their technicians, who make up the majority of the company's workforce. These technicians spend their days out in the field, traveling to customers and repairing equipment. They are critical to the success of the company.

But most were leaving the company before they hit 3-5 years of tenure.

The leadership team at Briggs knew they needed to take a good look at what might be causing disengagement and turnover.

Their engagement survey shed light on specific and actionable challenges to overcome:

- Technician "intent to stay" dropped 5%
- Perceptions of fair pay dropped 4%
- Perceptions of recognition dropped 11%
- Value of the ESOP dropped 11%

With the feedback received as part of the engagement surveys, Briggs continued to evaluate benefits, compensation, and team structure across the board. They also worked to understand why techs were not feeling recognized for their contributions. Leaders uncovered multiple areas to review. There was frustration over pay gaps between tenured and incoming employees. Work assignments weren't always aligned with technicians' strengths and skill level. And there weren't clear guidelines on increased compensation for new skills and training assistance.

As a result, Briggs implemented profit sharing in 2022, in addition to ESOP. They created a career path for technicians, providing clarity on what they needed to do to grow, develop, and advance in their career. And finally, they provided more internal classroom training, rather than solely relying on senior technicians.

The changes the Briggs leadership team made led to impressive results on their next engagement survey:

- Perceptions of recognition increased 17 points
- "Senior leaders value people as their most important resource" increased 16 points
- · Perceptions of trust and fairness increased 14 points
- · Perceptions of fair pay increased 14 points

### "Our industry is very competitive. It's tough to hire skilled technicians," said Perez.

"But we're now hearing that Brigg's is becoming the employer of choice in our industry. Our techs are talking and we're seeing a ton of referrals now."

When it comes to taking action on survey results, Perez has this advice:

"Don't try to boil the ocean," she says. "You're going to get a ton of feedback and a lot of things you want to take action on—but you can't do it all at once. You need to focus on what matters most. On what you can give your full attention to."

### **Quick Checklist: Acting on Turnover**

- □ Invest in 2-3 priorities that matter most
- □ Develop a roadmap for change
- □ Monitor progress
- Make adjustments as needed



### EMPLOYEE ENGAGEMENT, PERFORMANCE, AND CULTURE ARE NOT REAL SOLUTIONS.

When it comes to engagement, performance management, and culture, opinions vary on the real impact on the business. Some leaders are still stuck in their ways, viewing these elements as intangible and fluffy concepts that can't be measured or tied to business success.

But there's been plenty of research in the past 20 years to prove that engagement, performance, and culture are in fact connected—and essential—to succeeding as an organization.

When you devote time and resources to driving employee engagement, building a strong performance management process, and developing a strong culture, you'll improve retention rates and attract top talent.

Our research found that although highly engaged and not highly engaged employees are recruited in similar numbers, there are substantial differences in employee turnover intentions and behaviors based on engagement.

Highly engaged employees are:<sup>7</sup>

- 2.5X less likely to interview for another job
- 6.8X less likely to apply to new jobs
- 1.9X more likely to say they plan to stay

### **Engagement** is a sticky factor for your top talent.

When employees are engaged, they're more committed to your organization.

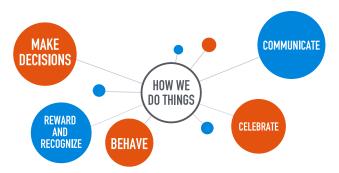
90% of highly engaged employees say they intend to stay working at their current organization for the next year, compared to less than 50% of not highly engaged employees.

So how do performance management and culture fit into the picture?

### Both elements of employee experience directly impact engagement.

Our research shows that performance management and culture can make or break engagement. Culture is about the day-today details of how work gets done. Performance management is about defining goals, appraising progress, and offering consistent coaching and feedback.

#### **Defining Organizational Culture**



Employees who say their culture is positive are 3.8X more likely to be engaged.<sup>8</sup> Couple this with the 79% of employees considered to be more engaged when introduced to a formal performance management plan, and you have a compelling reason to prioritize a comprehensive retention strategy.

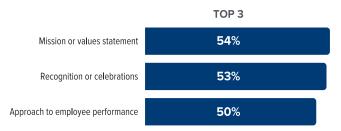
### **Building a culture of magnetism**

60% of disengaged employees say they'd leave their organization for a better culture. While building a great culture doesn't happen with the snap of your fingers, prioritizing employee engagement and maximizing your performance management processes are a good place to start.

From recognizing employees for a job well done, to investing in growth opportunities, refining your Employee Value Proposition, and actively evaluating your retention strategies, you'll create a place where employees want to stay and thrive.

That's what we call a culture of magnetism.

### In which of the following aspects do you feel or experience your organization's culture most strongly?

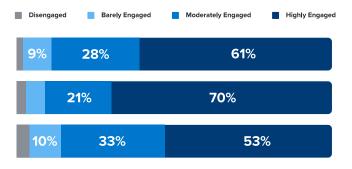


<sup>7</sup> Quantum Workplace Research Panel, "Staying and Leaving the Organization"
 <sup>8</sup> Quantum Workplace Research Panel, "Understanding Organizational Culture"



Moreover, when workers are at their preferred location, they are more highly engaged.<sup>9</sup> Not just happier, but truly engaged and ready to go above and beyond to contribute to the success of your business.

### Employees are more engaged when working in their preferred location



Work from home is here to stay. The pandemic has accelerated us into the future of work, and leaders need to invest in adapting to this.

Engagement and culture are going to look different. What you did before the pandemic isn't going to translate to today. You'll have to invest in new ways, people, time, and resources to create a culture that attracts and retains top talent.

### **Case Study: Meritrust Credit Union**



HR leaders at **Meritrust Credit Union** were focused on retention and turnover in 2022. They wanted to take a deeper dive into the reasons employees leave—and why they stay.

Partnering with the People Insights Team at Quantum Workplace, they were able to uncover key information that shed light on just how critical company culture is to their retention strategy.

When asked to rate "it would take a lot to get me to leave this organization," Meritrust followed up with a logic-based response based on how employees answered the question.

If they responded favorably, they were asked "what makes you stay at this organization?"

<sup>9</sup> Quantum Workplace Research Panel, "Flexibility in the Workplace"

If they responded unfavorably, they were asked "what would make you leave this organization."

Meritrust asked every employee a variation of the question and then turned the responses into a custom survey demographic.

What did they find? The primary reasons people stay at Meritrust were:

- Workplace culture (90%)
- Career advancement opportunities (89%)
- Relationship with their manager (84%)

This proved that culture, performance management, and career growth are imperative for retention and engagement–something leaders at Meritrust had been trying to improve all along.

### **Quick Checklist: Building a Retention Strategy**

- □ Focus on engagement as a sticky factor
- D Build a culture that drives engagement
- Prioritize establishing a continuous performance management process
- □ Ensure you have the software you need to be successful



### TURNOVER DOES **Not** Span Beyond HR's Purview.

At many companies, when there's a turnover problem, senior leaders point at HR to fix it. HR blames managers for running good people out the door, and managers complain to leadership about lack of training and time.

A lack of ownership leads to little to no progress and big costs trying to fill the gaps.

When it comes to retention, everyone plays a role. Retention is too broad for any single function to create an impact. There is no one force driving retention at any given time.



### **The Role of Leadership**

Organizational leaders are the most powerful influencers within an organization's culture. Their attitude toward engagement, retention, and culture trickles down and influences every part of the company.

If leaders prioritize engagement, culture, and retention, the rest of the organization will follow.

### The Role of HR

HR needs to work on building a climate where retention is a priority—and where leaders, managers, and employees know their part.

They should train managers on topics like career development, recognition, and coaching. They should ensure employees feel safe and heard.

HR should help shepherd a strong and healthy organizational culture. They should bring data to the table that informs leaders of what is happening within the organization. This way everyone can make a plan to move forward.

### **The Role of Managers**

Managers are on the front lines with employees every day. They must work to build trusting relationships with each employee and prioritize transparency, alignment, and feedback.

A manager's primary role is to help employees grow and succeed. When employees feel aligned with their managers on goals, expectations, and performance, they're more likely to be engaged and to stick around.

### The Role of Employees

Employees need to take responsibility for the role that they play in building the kind of culture that engages and retains top talent.

This means working hard to understand their work, being accountable, being a contributing team member, and valuing the organization and the people around them.

Great teammates make a great workplace. Employees should strive to be welcoming, helpful, positive, and productive.

### **Quick Checklist: Getting Everyone** Involved

- □ Don't "assign" turnover to HR
- Understand there's no single force behind turnover it's complex
- □ Leaders should communicate clearly
- □ HR should support leaders in developing retention-driving behaviors
- Managers should build trusting relationships with direct reports
- Employees should be engaged and accountable teammates



### SEE, SENSE, AND STOP COSTLY TURNOVER WITH QUANTUM WORKPLACE.

With the right intel, insights, and a roadmap for change, you can build a culture that draws in and retains your best talent.

Quantum Workplace offers solutions to help you keep your top talent engaged and on the path to success-making them more likely to stay.

### Discover a tool that activates a sustainable employee retention strategy

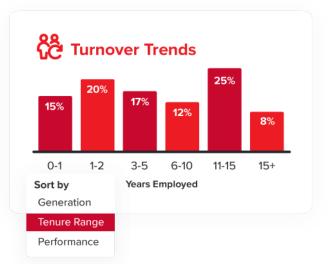
The right employee retention software will provide real-time insights into potential turnover drivers, highlight high-impact questions and key engagement elements, and offer actionable information to help you proactively address issues and mitigate turnover risk. Quantum Workplace does all of this and more.

### Our solutions offer critical benefits that directly impact your business' retention:

	(
I have opportunities or promotion at this	
Scaled: 6 Pt Agreement   Comm	°
Benchmark	
I recommend this or a great place to worl	•
Scaled: 6 Pt Agreement   Comm	
Engagement Outcome	• High Impact Question
	My immediate manager regularly gives me constructive feedback on my job performance.

### **Employee Engagement**

Our solutions help you understand and improve the employee experience by using meaningful insights that drive intentional action. Our platform also allows for targeted surveys and analytics, enabling you to pinpoint areas of improvement and celebrate successes.



#### **Analytics**

Predict and mitigate flight risk with our on-demand insights. Make sense of complex data at a glance with our advanced analytics tools helping you identify patterns and trends, while also providing a deep dive into the factors influencing employee satisfaction and retention.

New Topic		
Add your topic here		
	Smart Topics	
Category: Diversit	tv & Inclusion	
Category: Diversit	ty & Inclusion change the following about t	he company.
• •	-	he company. + Action Ite

### **Action Planning**

Create visibility and empower managers to improve engagement with our platform. Utilize our easy-to-use action planning tools that guide managers in developing and executing strategies to boost engagement and retention. And yes, all of this is based on data-driven insights.

### 1-on-1s

Create visibility and empower managers to improve engagement with our platform. Utilize our easy-to-use action planning tools that guide managers in developing and executing strategies to boost engagement and retention. And yes, all of this is based on data-driven insights.

₽ 8×31-on-1	s
Jennifer Jones Regional Sales Manager	Roger Richardson VP of Sales
What opportunities for adva	nd that we should discuss?
	Category: Communication & Resources What are your favorite and least favorite parts of this job?



Roger gives me actionable feedback that helps me improve my performance.

### Zane Zander

 Roger provides real talk to me on a daily basis about my work and those of others.

Roger Richardson

Alex and I had a deep conversation on how to develop myself and be a better member of our team and company

#### Feedback

Boost employee growth and development with frequent and continuous feedback. Our feedback tools allow for real-time, constructive feedback, enabling a culture of continuous improvement and personal development.

### YOU'RE READY TO DRIVE RETENTION WITH INTENTION.

"Retention is one of our highest organizational priorities. Quantum Workplace enables us to focus our efforts on the most impactful drivers of employee engagement and retention through engagement surveys and action planning, employee feedback, and employee recognition."

Jim Carlino Chief Human Resources Officer at Bancroft

### **KEEP YOUR TOP TALENT.**

**BOOK A DEMO** 



### **Customers Love Quantum Workplace**



10,000+ COMPANIES RELY ON QUANTUM WORKPLACE TO DRIVE ENGAGEMENT AND PERFORMANCE





Grant Thornton



