ASTD National Conference 2002
Session #S104
Build a Retention Culture:

Love ‘Em or Lose ‘Em

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Talent Retention Stays in the Spotlight

★ There are not enough workers to go around.

★ Workers’ attitudes and expectations have shifted - permanently!

★ More employment options lure the best and the brightest.
Talent Retention Stays in the Spotlight

- Finding a new job has never been easier.

- The cost of losing talent is high, no matter what the economic conditions.

- In times of uncertainty, the risks for losing top talent are especially high.

- In the new economy, talent is the only differentiator.
What Kept You?

- Exciting work, challenge
- Career growth, learning & development
- Great people
- Fair pay
- Good boss
- Recognition, valued, respect
- Benefits
- Meaningful work - making a difference
- Pride in organization, mission, product
- Great work environment, culture

- Flexibility: work hours, dress, etc.
- Autonomy, creativity, sense of control
- Job security & stability
- Location
- Diverse, changing work
- Fun
- Being part of a team
- Responsibility
- Loyalty & Commitment
- Comfort on the Job

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Key Points

- No matter what the economy - you need your talent to stay
- Managers make the difference
- They need help from HR Professionals
- Many companies are doing it right

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ASK: What Keeps You?

Do You Know What They Want?

☺ Why Guess?

☺ Dare To Ask

☺ How To Ask

ALAS…

“Her request was easy to fill – if only he’d known ----”
Pop the Question

什么是让你早上想跳下床的？什么让你想按下闹钟的按钮？

如果你中了彩票并辞职，你会错过什么？

有什么事情，如果改变了，会让你想离开？

如果你回到过去一个你爱的职位，是什么？为什么？

什么会留住你？什么会引诱你离开？

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BUCK: It Stops Here

Who’s in charge of keeping them?

- Managers believe it’s money
- It’s not
- They have the clout

ALAS…

“The competition is offering more money and better perks. We don’t stand a chance.”

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A Retention-Focused Manager

- Selects and develops people so they grow
- Creates a work environment that people love
- Has a management style that breeds loyalty
Development and Growth

CAREERS: Support Growth

ENRICH: Energize the Job

GOALS: Expand Options

LINK: Create Connections

MENTOR: Be One

OPPORTUNITIES: Mine Them

HIRE: Fit is It

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HIRE: Fit is it

Make a Match or Start From Scratch

★ In Search of Fit
★ Re-recruit ASAP
★ Extend the handshake

ALAS...

“We hired in a hurry and didn’t think about fit.”
Six Power Sources for Re-Recruiting

- Power From Relationship
- Power From Passion
- Power From Challenge
- Power From Focus
- Power From Balance
- Power From Choice
LINK: Create Connections

If you build them --- they will stay

Link ‘em to the:

Organization
Team
Professional community
Local community

ALAS...
“I felt no real connection to the workplace or to the team. That made it easy to leave.”

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Environment

INFORMATION:
Share It

WELLNESS:
Sustain It

SPACE:
Give It

VALUES:
Define and Align

FAMILY:
Get Friendly

PASSION:
Encourage It

X-ers:
Handle with Care

KICKS:
Get Some

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PASSION: Encourage It

* Help them find work they love
  -- without leaving

★ Uncover & discover their passion
★ Show your passion
★ Connect them to a meaningful mission

ALAS…
“I just couldn’t free him up to do more of what he loved.”
X’RS AND OTHERS:  
Handle With Care

They are different. Can you keep them?

Matures: 1933 – 1945
Baby Boomers: 1946 – 1964
GenX’ers: 1965 – 1976
GenY’s: 1977 – 1994

ALAS…

“I wanted them all to think like me.”

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Style

TRUTH: Tell It
UNDERSTAND: Listen Deeper
DIGNITY: Show Respect
QUESTION: Reconsider the Rules

YIELD: Power Down
REWARD: Provide Recognition
JERK: Don’t Be One

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UNDERSTAND: Listen Deeper

When you tune out, you lose out - and they move out!

★ Get Curious

★ Go Deeper – listen for
  ★ ideas & answers
  ★ motivations and goals
  ★ challenges and problems

ALAS...
“I watched him read his mail while his employees talked to him.”
Jerk Checklist

- Intimidate
- Withhold praise
- Slam doors, pound tables, or yell
- Belittle people
- Act superior, smarter
- Act sexist, racist
- Withhold critical information
- Act arrogant
- Set impossible goals or deadlines
- Steal credit or the spotlight from others
- Distrust everyone
- Humiliate or embarrass others
- Always blame others
- Show blatant favoritism
- Betray trust
- Show lack of caring for others
- “Sloppy moods”
- Motivate by fear

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J ERK: Don’t Be One

Are you one?

- Who’s A J erk?
- How Would I Know If I Were One?
- Once A J erk, Always A J erk?
- So What?

ALAS…

“He said I was passed over for promotion because I hadn’t gotten over my grief soon enough.”

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ZENITH: Go For It

★ Determine Your Retention Probability
★ Design Your Strategy
★ Do It!

ALAS…
“They thought the job was done…”
Questions for Leaders

★ How will you lead the war on talent differently?

★ What will you do about the “jerks” that report to you?

★ How will you see that this message cascades down?

★ How will you incent your managers to think beyond monetary schemes and perks to hold their talent?