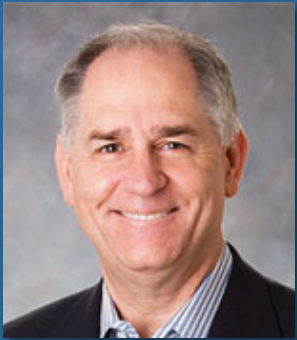
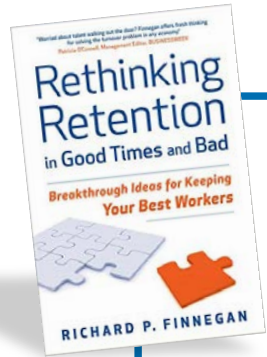


Improve Employee Engagement & Retention... aka Finnegan's Arrow

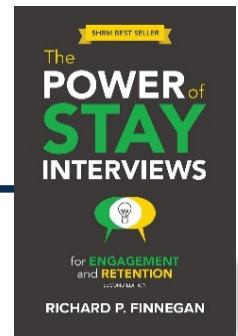


Dick Finnegan

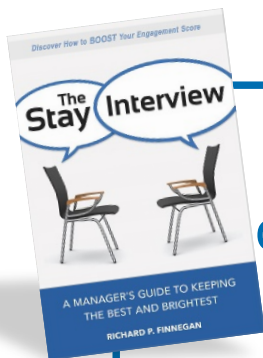
C-Suite Analytics & The Finnegan Institute



Business-driven by translating turnover %s and survey scores to the language of CEOs which is Dollar\$



Endorsed by Chief Executive Magazine, Consulting Magazine, and BusinessWeek which said, *“Offers fresh thinking for solving the turnover problem in any economy”*



Improved retention 20-70% based on our founder's top-selling, industry-changing books



Proven Approach That Cuts Turnover

Indiana Manufacturing

67%

Nationwide Collision
Centers

44%

Florida Hospital Nurses

70%

Hilton's Call Centers

50%



Case Studies



Case Studies



Case Studies



C-SUITE
ANALYTICS
Business-Driven Employee Solutions

This Is Our Time!

The biggest challenge these CEOs face every day... **“attracting and retaining talent”**

- Inc Magazine

Top thing CEOs worry about is **“talent management”**

- Harvard Business Review



“A record 47% of the workforce say now is a good time to find a quality job”

- Gallup

Top challenge last two years, **“Retention”**

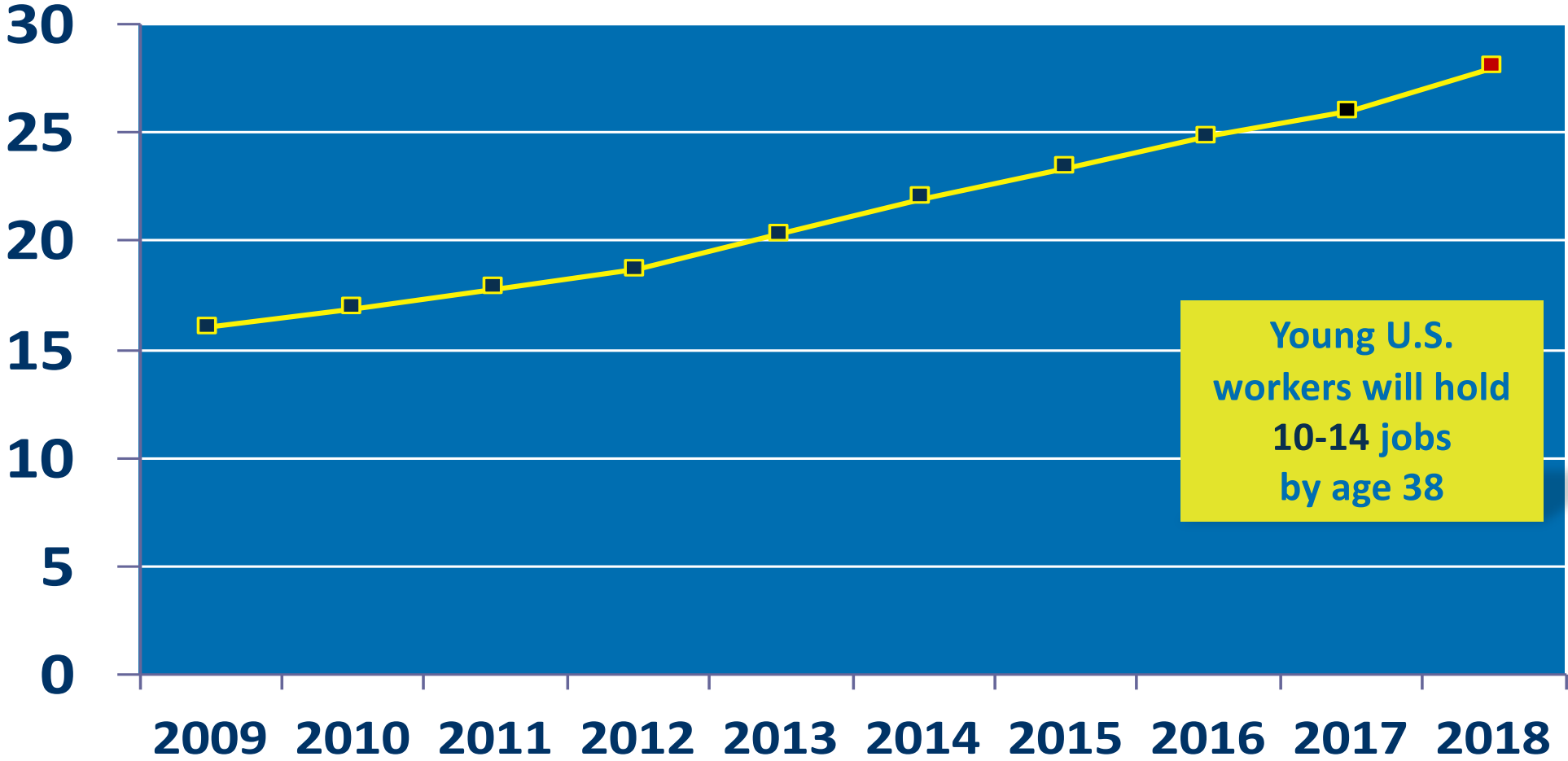
- SHRM



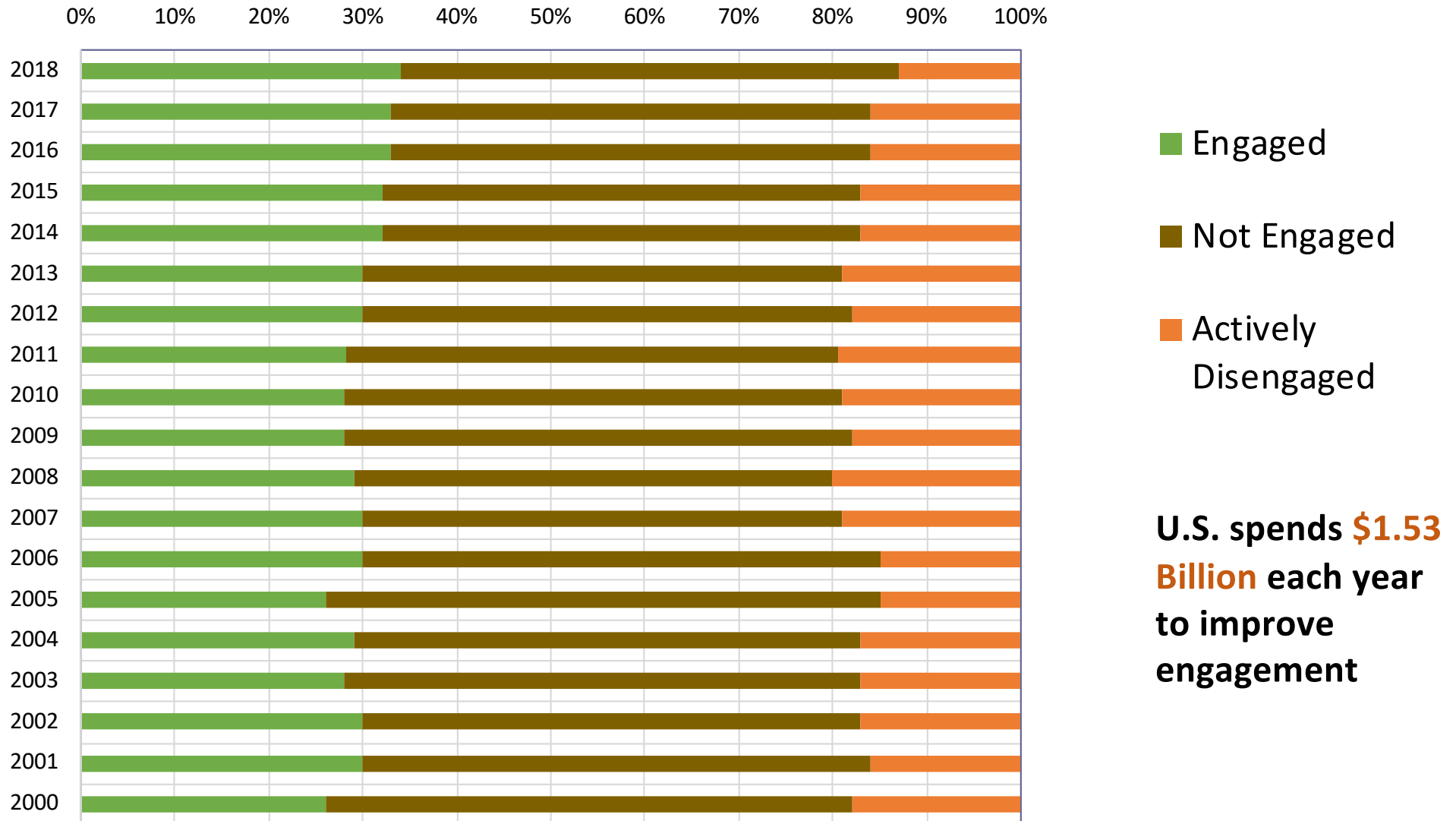
**C-SUITE
ANALYTICS**
Business-Driven Employee Solutions

U.S. Voluntary Quit Percentages, Post-Recession

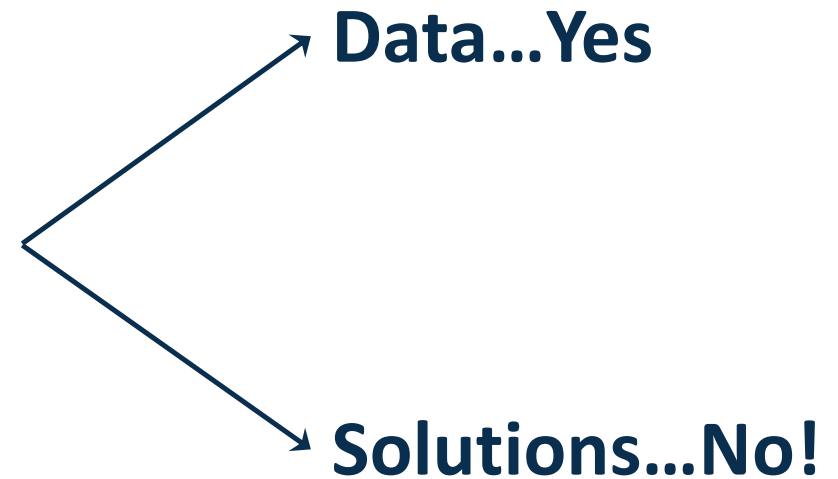
...U.S. Bureau of Labor Statistics



Engagement Stuck...per Gallup/Deloitte



Problem is Clear



“They don’t generally get involved in the actions taken by an organization in response to the engagement results – really just delivery of the survey and then reporting.”

Top Employee Survey Company Executive

FINNEGAN'S ARROW



“Fresh thinking for solving the turnover problem in any economy”...*BusinessWeek*



- Reduce Cost of Turnover
- Improve Employee Engagement
- Improve Revenue & Profitability

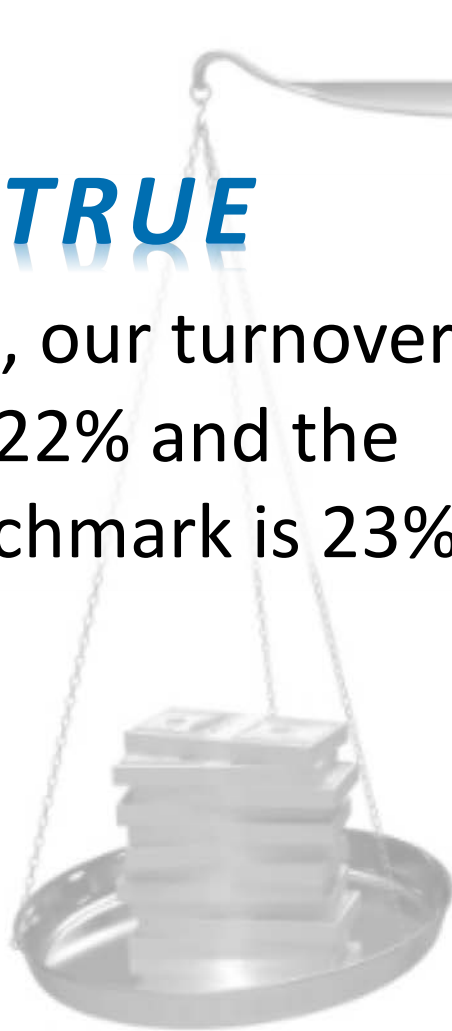


C-SUITE
ANALYTICS
Business-Driven Employee Solutions

Why Care About Turnover?

TRUE

CEO, our turnover is 22% and the benchmark is 23%



BUT ALSO TRUE

CEO, our turnover is 22% and it's costing us \$3.4 MM each year

or



C-SUITE
ANALYTICS
Business-Driven Employee Solutions

Report Turnover in Dollar\$

Actual client turnover costs by job:

- ✓ Physician...\$225,808
- ✓ Software engineer....\$131,000
- ✓ Call center representative...\$29,447
- ✓ Truck loader/unloader...\$4,955



How Much Does It Cost to Lose A Top Performer?

Is Turnover Your 1st - , 2nd - , or 3rd- Highest Expense?

All exits in past 12 months X \$3,000 - \$5,000 = \$_____

Cut turnover 20%, save \$_____

Cut turnover 50%, save \$_____

Free turnover cost calculator
www.c-suiteanalytics.com



FINNEGAN'S ARROW



"Fresh thinking for solving the turnover problem in any economy"...*BusinessWeek*



- Reduce Cost of Turnover
- Improve Employee Engagement
- Improve Revenue & Profitability

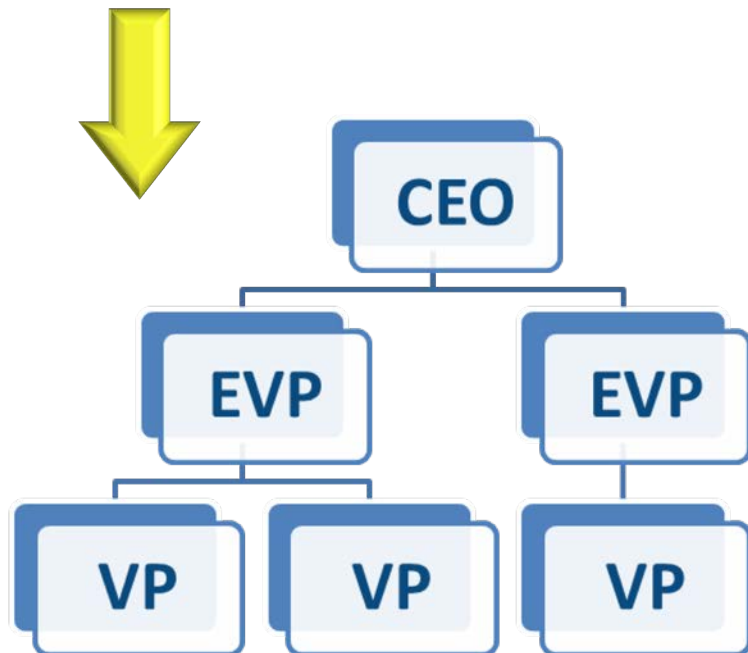


C-SUITE
ANALYTICS
Business-Driven Employee Solutions

Are Your Retention Efforts Driven by...

Accountabilities

Business Accountabilities are driven by executives from the top like sales, service, quality, & safety



OR

Programs

Retention Programs are driven from the side like town hall meetings, employee appreciation week, newsletters



86% of the time

First-Line Supervisors' Impact On Turnover

A global consulting firm interviewed 1,000 recently-quit employees and asked about **pay, benefits, development, advancement and relationships with supervisors...** and found *supervisor relationships influenced all other opinions*, concluding...



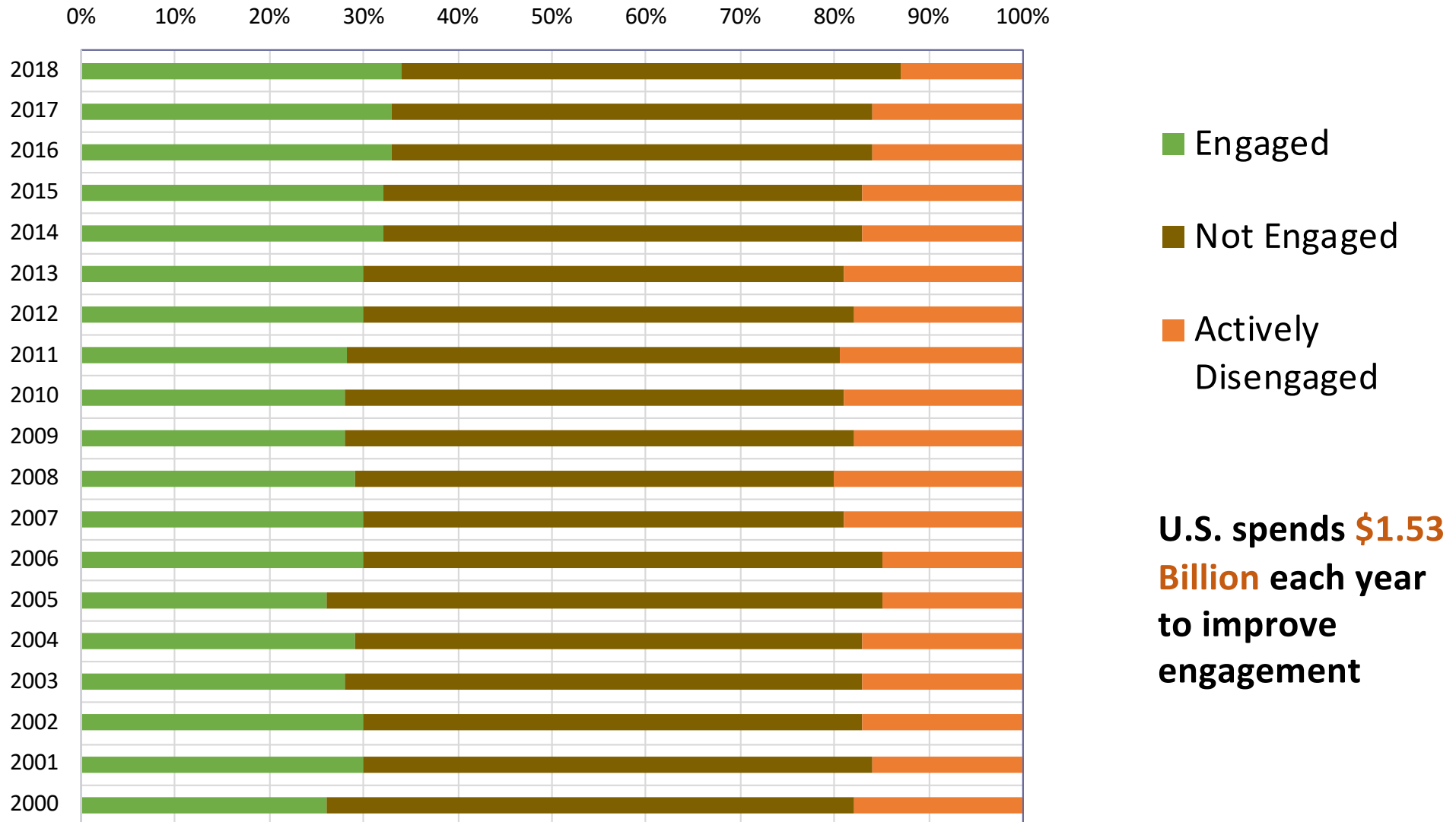
First-Line Supervisors' Impact On Turnover

A global consulting firm interviewed 1,000 recently-quit employees and asked about **pay, benefits, development, advancement and relationships with supervisors...** and found *supervisor relationships influenced all other opinions*, concluding...

“Offering a higher salary or developmental/ advancement opportunity may not be enough to retain employees”

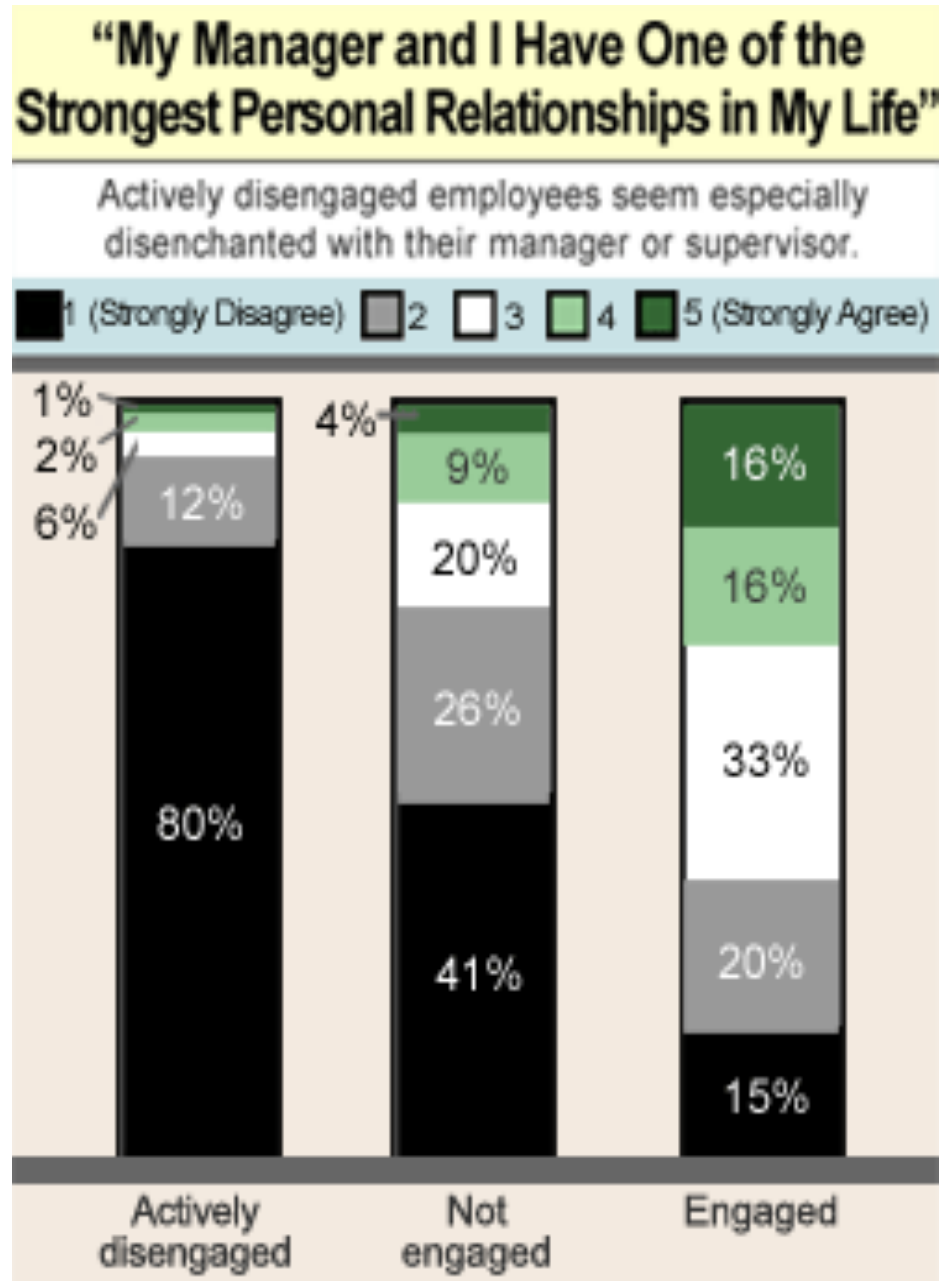


Engagement Stuck...per Gallup/Deloitte



How much do managers influence their employees' levels of engagement?

Data per Gallup



Introducing the Power Of Trust



C-SUITE
ANALYTICS
Business-Driven Employee Solutions

Why Was Your Best Boss Your Best Boss?



Why Was Your Worst Boss Your Worst Boss?

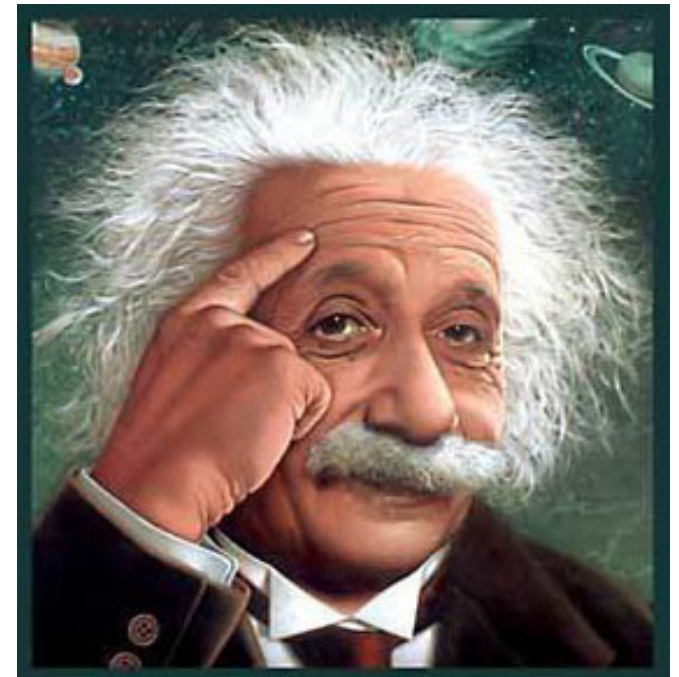
What Do Employees Talk About Over Dinner?



Boss/Colleagues/Duties
Boss/Colleagues/Duties
Boss/Colleagues/Duties
Boss/Colleagues/Duties
Boss/Colleagues/Duties
Boss/Colleagues/Duties
Boss/Colleagues/Duties
Boss/Colleagues/Duties

One Big Lesson Learned

It's not what you give them, it's how you treat them...*and first line supervisors most influence employees' relationships with managers, colleagues, and duties*



Insanity: Doing the same thing over and over again and expecting different results

Retention Goals



Establish two turnover goals:

- ✓ **Reduce total annual turnover**
- ✓ **Reduce new-hire turnover for all who impact new hires**

FINNEGAN'S ARROW



"Fresh thinking for solving the turnover problem in any economy"...*BusinessWeek*



- ☞ **Reduce Cost of Turnover**
- ☞ **Improve Employee Engagement**
- ☞ **Improve Revenue & Profitability**



**C-SUITE
ANALYTICS**
Business-Driven Employee Solutions

The Power of Stay Interviews

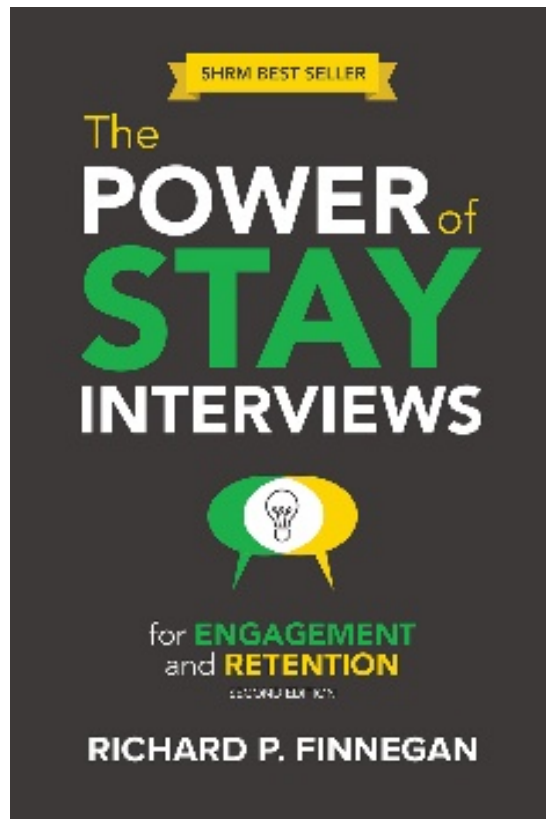
A Stay Interview is a *structured* discussion a *leader* conducts with each individual employee to learn the specific actions she must take to strengthen that employee's engagement and retention with the organization

Stay Interviews...

- Bring information that can be used *today*
- Focus on *individual employees* including top performers
- Put *managers* in the solution seat



Stay Interview Process Key Ingredients



Conducted by supervisors vs. HR

Separate from Performance Review

Repeat at least 1X/yr for all existing employees & 2X/yr for new hires

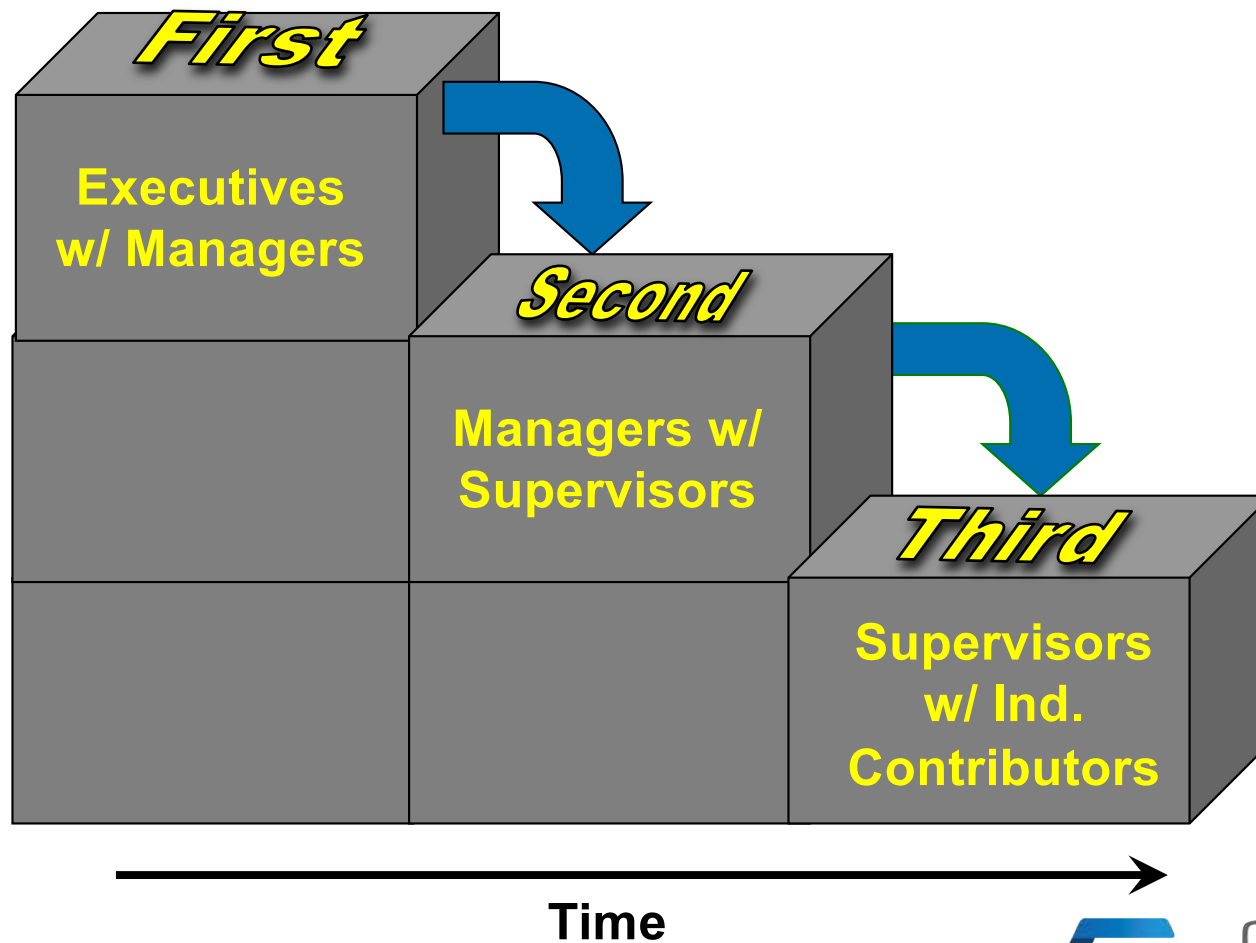
“I want to have a meeting with you to learn what I can do to make working here better for you”

Top-Selling SHRM-Published Book in History

Create individual Stay Action Plans

Stay Interview Process Key Ingredients

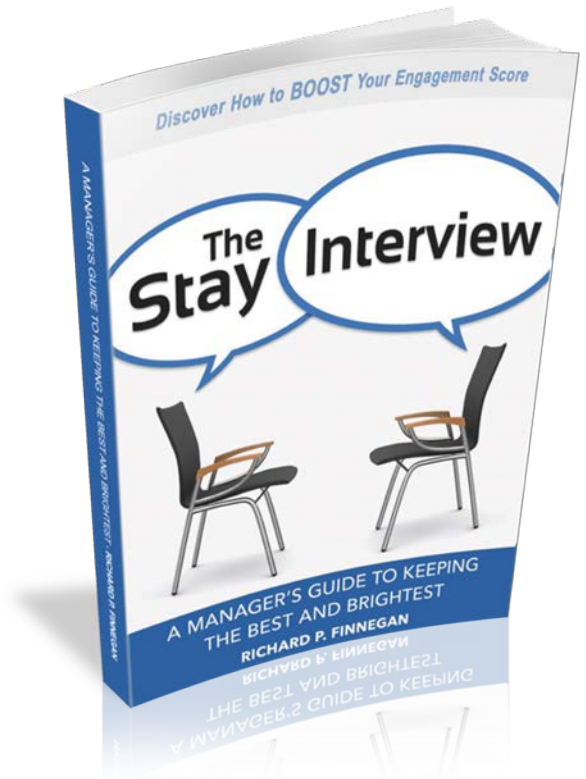
Top-down, Cascading Implementation



C-SUITE
ANALYTICS
Business-Driven Employee Solutions

Stay Interview 5 Questions

1. When you travel to work each day, what things do you look forward to?
2. What are you learning here?
3. Why do you stay here?
4. When was the last time you thought about leaving our team? What prompted it?
5. What can I do to make your experience at work better for you?



FINNEGAN'S ARROW



“Fresh thinking for solving the turnover problem in any economy”...*BusinessWeek*

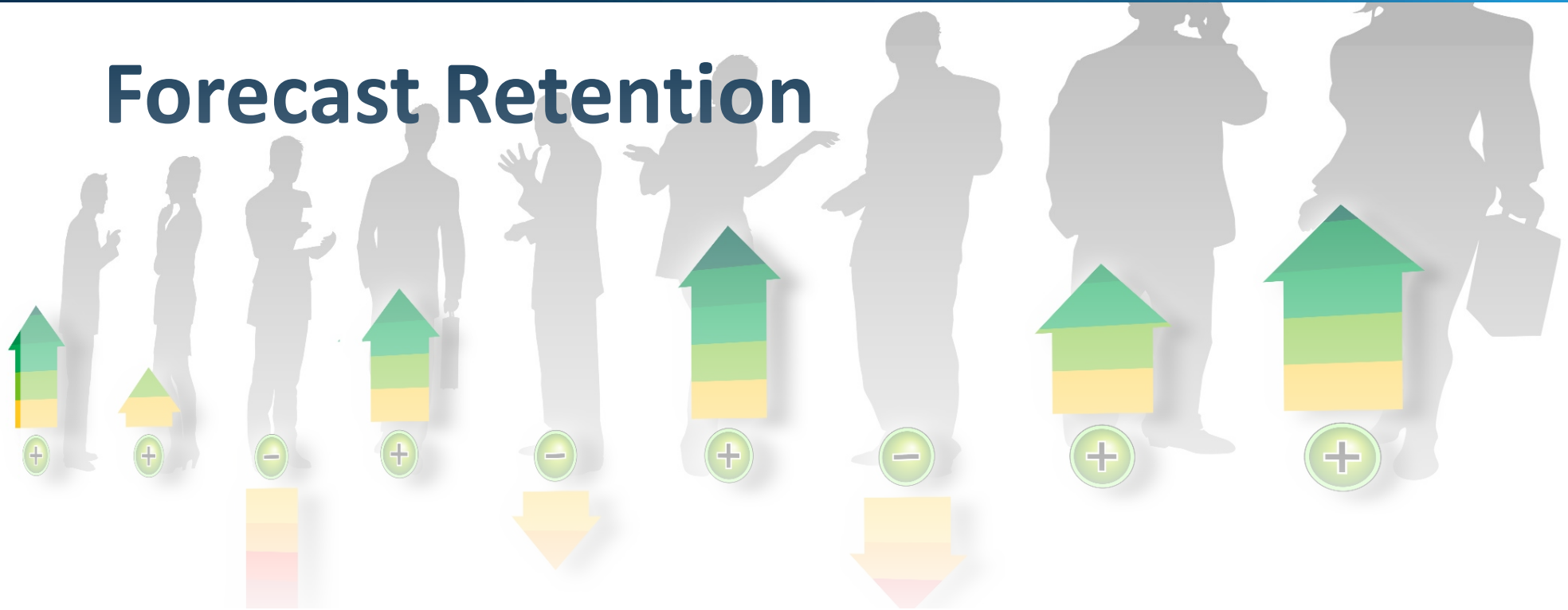


- Reduce Cost of Turnover
- Improve Employee Engagement
- Improve Revenue & Profitability



C-SUITE
ANALYTICS
Business-Driven Employee Solutions

Forecast Retention







● Likely to **leave**
in less than 6
months

● Likely to
leave in
6 – 12
months

● Likely to **stay**
a year or
more




* Can be changed at any time if new information

Stay Interview Retention Forecasting Tool

EMPLOYEE NAME	PERFORMANCE RATING	STAY PLAN HIGHLIGHTS	RETENTION FORECAST
Kim Johnson	4	Provide mentor for...	
Burt Brown	5	Develop skills for possible promotion to...	
Cindy Stone	3	Pleased with current role and circumstance	
Ralph Jimenez	2	Coaching for performance	

Performance Rating:
1 (Low) - 5 (High)

Retention Forecast:

-  Likely to leave in 6 months or less
-  Likely to leave in 6 - 12 months
-  Likely to stay greater than a year

FINNEGAN'S ARROW



"Fresh thinking for solving the turnover problem in any economy"...*BusinessWeek*



- Reduce Cost of Turnover
- Improve Employee Engagement
- Improve Revenue & Profitability



**C-SUITE
ANALYTICS**
Business-Driven Employee Solutions

The Incredible Power of Accountability & First-Line Retention Goals

STRATEGY A

Group of hospitals
“solved” nurse turnover
with onsite child care &
flexible scheduling

STRATEGY B

Outlier hospital assigned
retention goals to
managers and reported
progress monthly

*one year
later...*

***“A” turnover % identical,
“B” down 41%, saved millions of \$s***

Accountability



**C-SUITE
ANALYTICS**
Business-Driven Employee Solutions

Gallup's 100 Year Commitment

Surveying citizens of the world to learn what brings most happiness over 100 years. So far the answer is which...

- a. Good health?
- b. A good job?
- c. Love and respect from others?
- d. Money for needs and more?
- e. Better life for your children?



Gallup's 100 Year Commitment

a. Good health

b. A good job

c. Love and respect from others

d. Money for needs and more

e. Better life for your children



C-SUITE
ANALYTICS
www.c-suiteanalytics.com
Business-Driven Employee Solutions



To Obtain:

- ➔ Free Online Stay Interview Training Module
- ➔ How to Cost Turnover & Engagement
- ➔ Engagement Correlations to Productivity
- ➔ The Stay Interview Manager Training Game

DFinnegan@C-SuiteAnalytics.com

Include # of employees