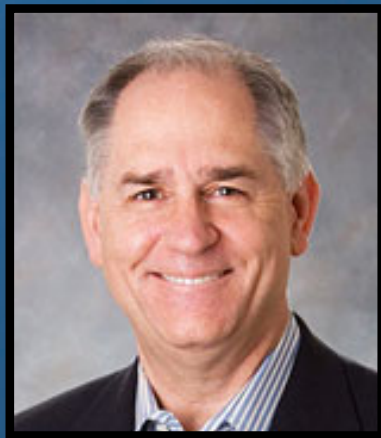


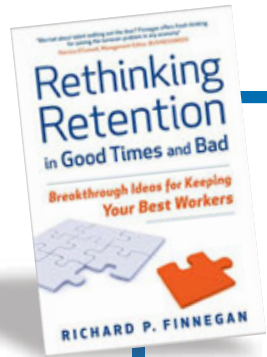
Recruiting, Hiring, & Retaining Great People

Dick Finnegan



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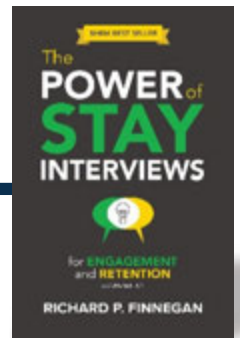
C-Suite Analytics & The Finnegan Institute



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



4 Paradigm-Changing Clues

1. **The Great Management Gap: “*Make these metrics & connect with your team.*”**
2. **Employee surveys give us data...*but not solutions***
3. **The #1 reason employees stay/leave or engage/disengage is...**
4. **There has been no science...no invention...for employee retention...*until now***

Returning Champion #1



- **Director of HR: Megan Blackhall**
- What They Do: Manufacture Precast Concrete Products
- Headquarters: Reno, NV
- Primary Job: Wetcast Fabricators
- **Turnover down 41% since 1.1.19**
- 40 Fewer Openings
- \$469,747 Saved
- **\$1.1 Million Projected Annual Savings**

Returning Champion #2



United Facilities

- **CHRO: Renna Bliss**
- What They Do: Third Party Logistics, Company Focused on 3 Locations
- Headquarters: Peoria, IL
- Primary Job: Forklift Operators
- **Turnover down 53% since 1.1.19**
- 60 Fewer Openings
- \$476,390 Saved
- **\$1.1 Million Projected Annual Savings**

Returning Champion #3



BAPTIST HEALTH®

FLOYD

- **CHRO: Sue Christopher**
- What They Do: Provide Hospital Services
- Headquarters: New Albany, IN
- Primary Job: Nurses
- **Nurse Turnover Down 35% since 1.1.19**
- **First-Year Nurse Turnover down 56%**
- 55 Fewer Openings
- \$1 Million Saved
- **\$1.8 Million Projected Annual Savings**

**When you travel to work each day,
what things do you look forward to?**

Discuss this with your partner.



**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?

The Power of Stay Interviews

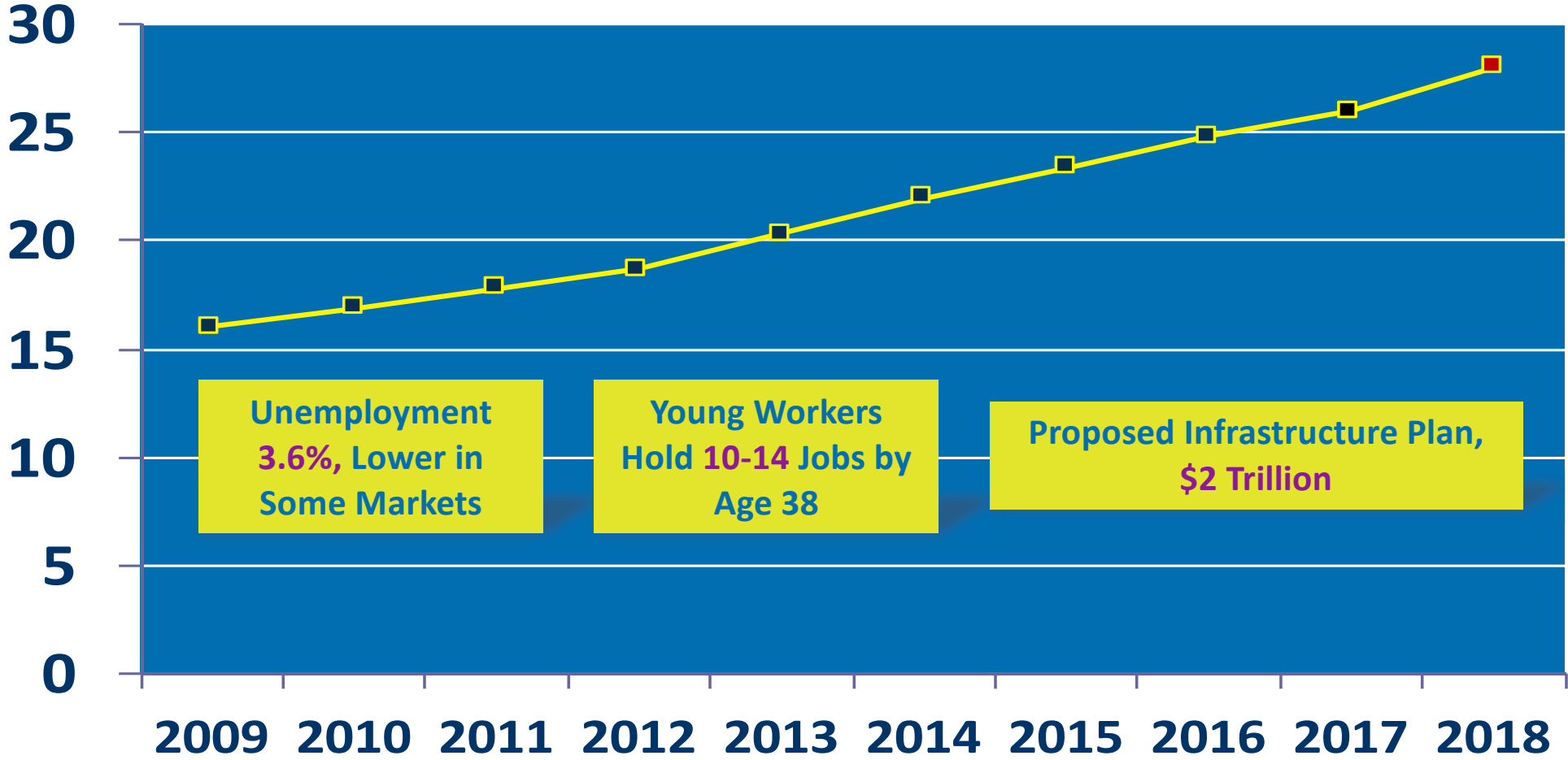
A Stay Interview is a ***structured*** discussion a ***leader*** conducts with each individual employee to learn the specific actions she must take to strengthen that employee's engagement and retention with the organization

Stay Interviews...

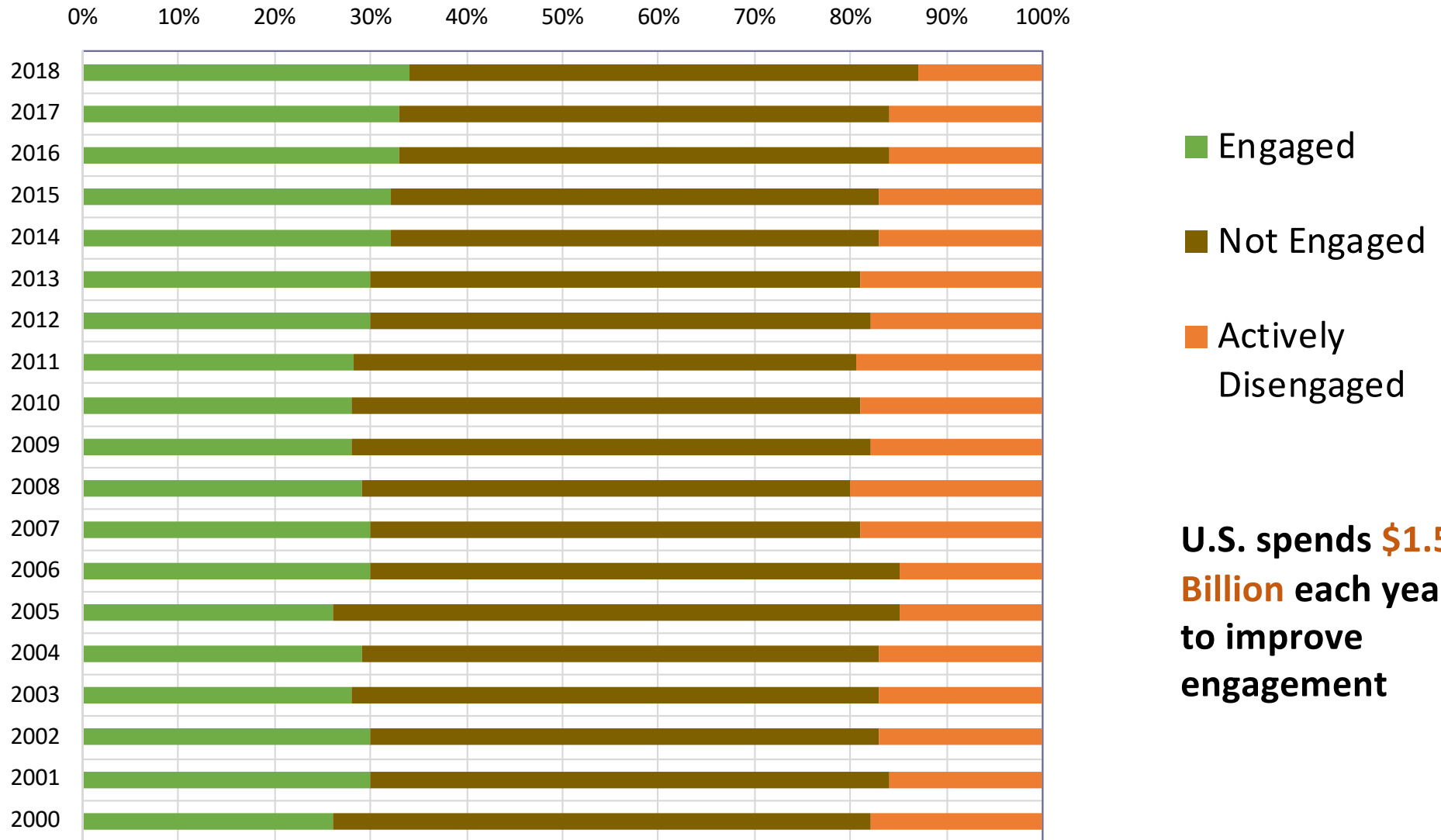
- 🗨️ Bring information that can be used ***today***
- 🗨️ Focus on ***individual employees*** including top performers
- 🗨️ Put ***leaders*** in the solution seat

U.S. Voluntary Quit Percentages, Post-Recession

...U.S. Bureau of Labor Statistics



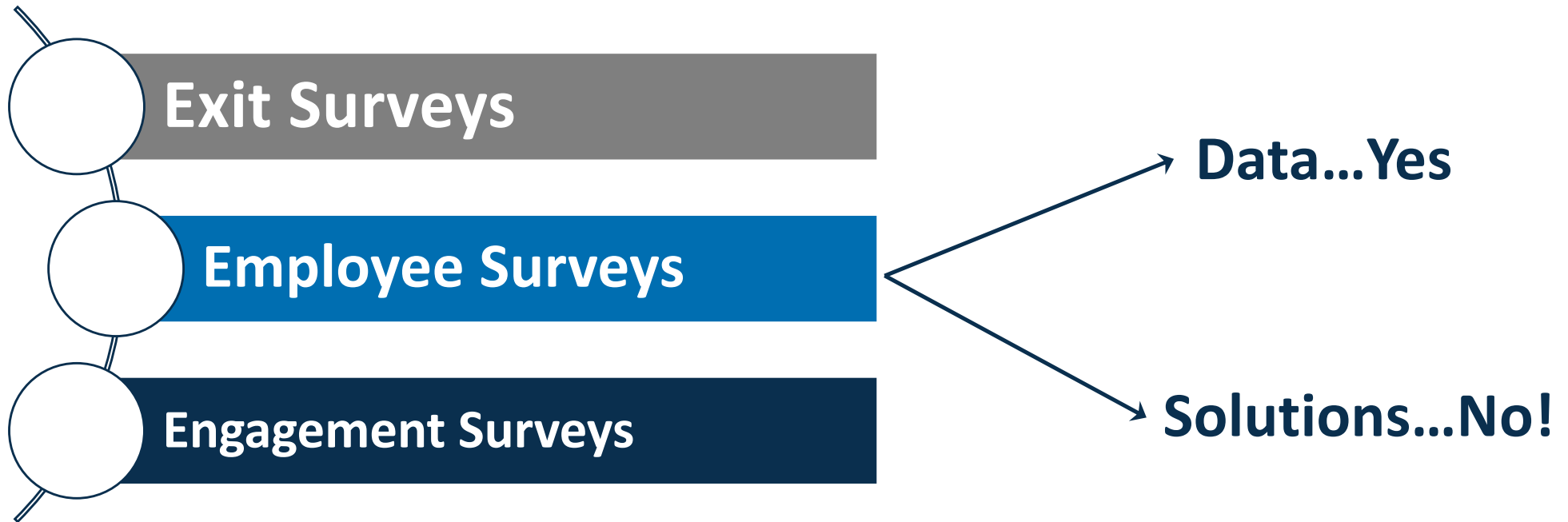
Engagement Stuck...per Gallup/Deloitte



- Engaged
- Not Engaged
- Actively Disengaged

U.S. spends \$1.53 Billion each year to improve engagement

We All Do The Same Stuff!



“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

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 Your Company
to Lose A Top Performer?**

FINNEGAN'S ARROW



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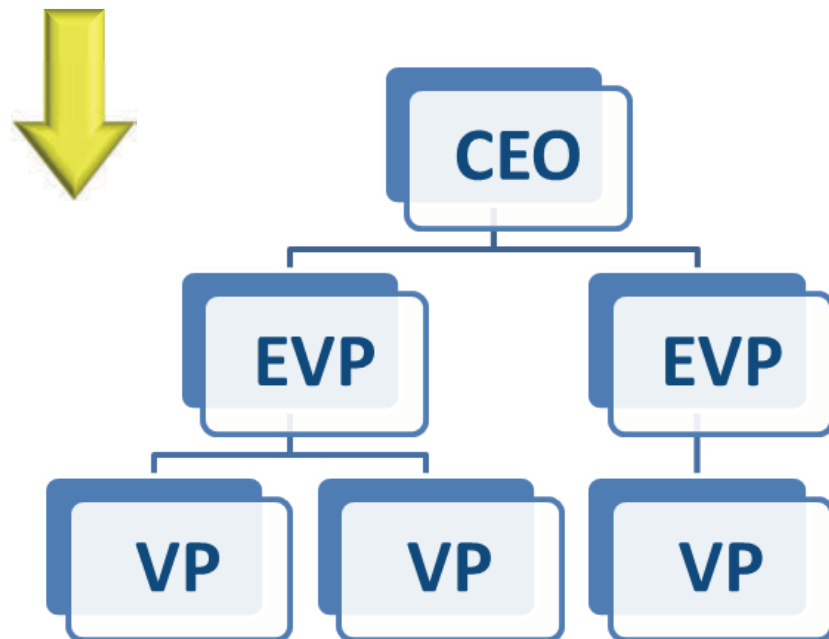


- Reduce Cost of Turnover
- Improve Employee Engagement
- Improve Revenue & Profitability

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



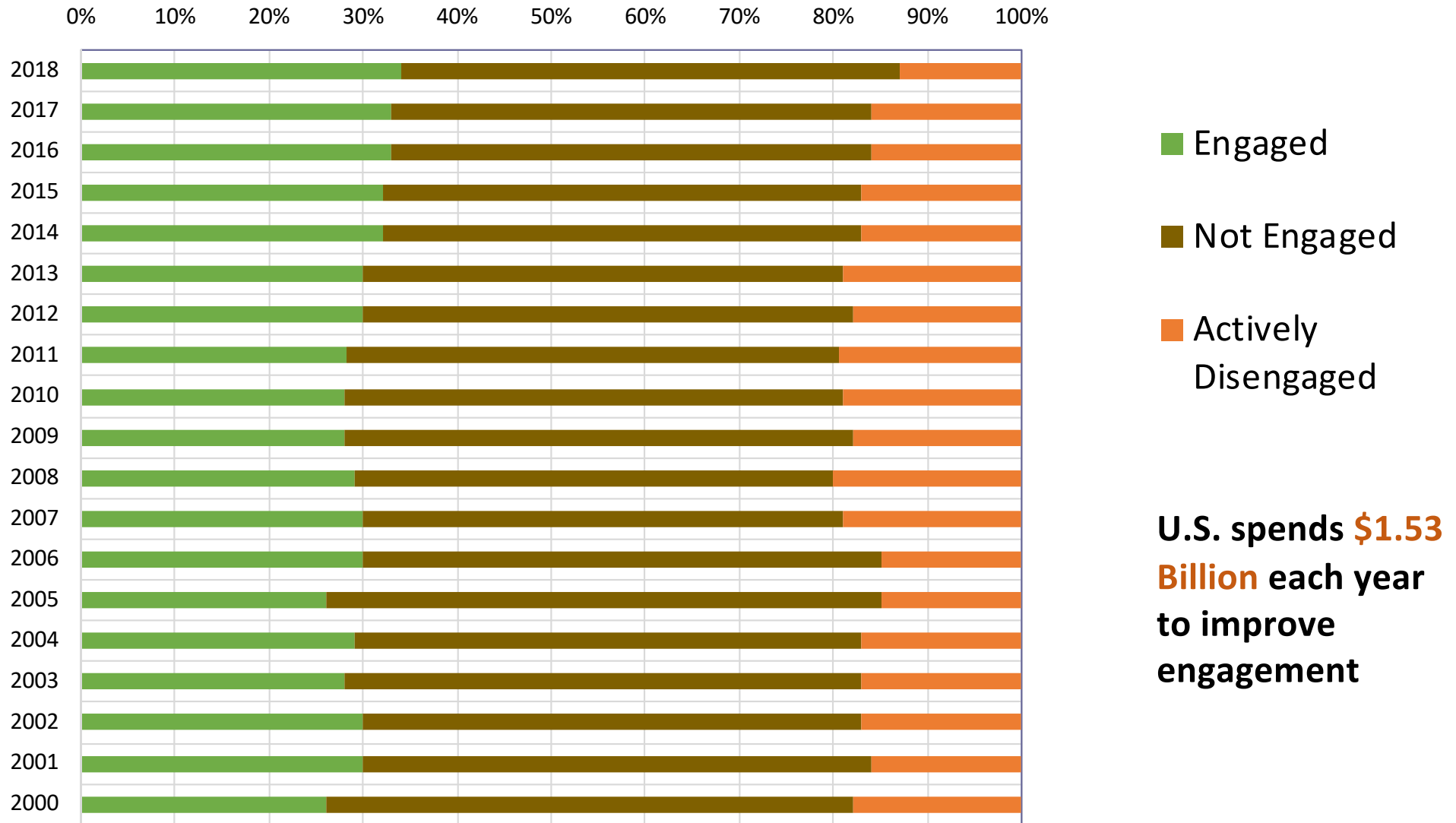
First-Line Supervisors' Impact On Turnover

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”



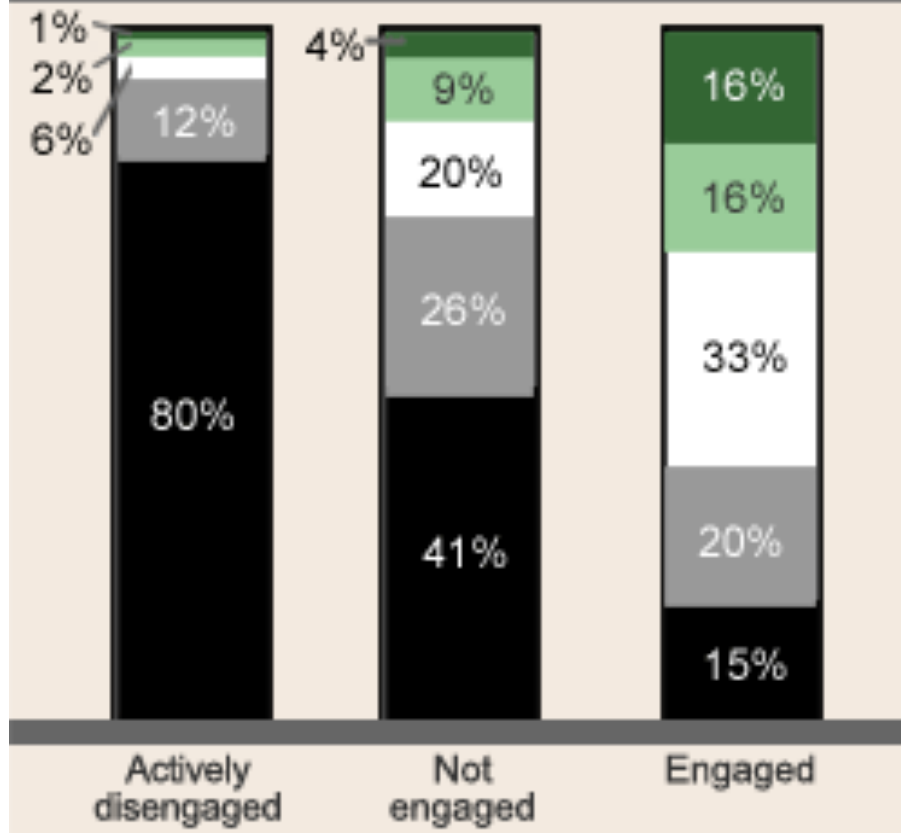
Engagement Stuck...per Gallup/Deloitte



“My Manager and I Have One of the Strongest Personal Relationships in My Life”

Actively disengaged employees seem especially disenchanted with their manager or supervisor.

1 (Strongly Disagree) 2 3 4 5 (Strongly Agree)



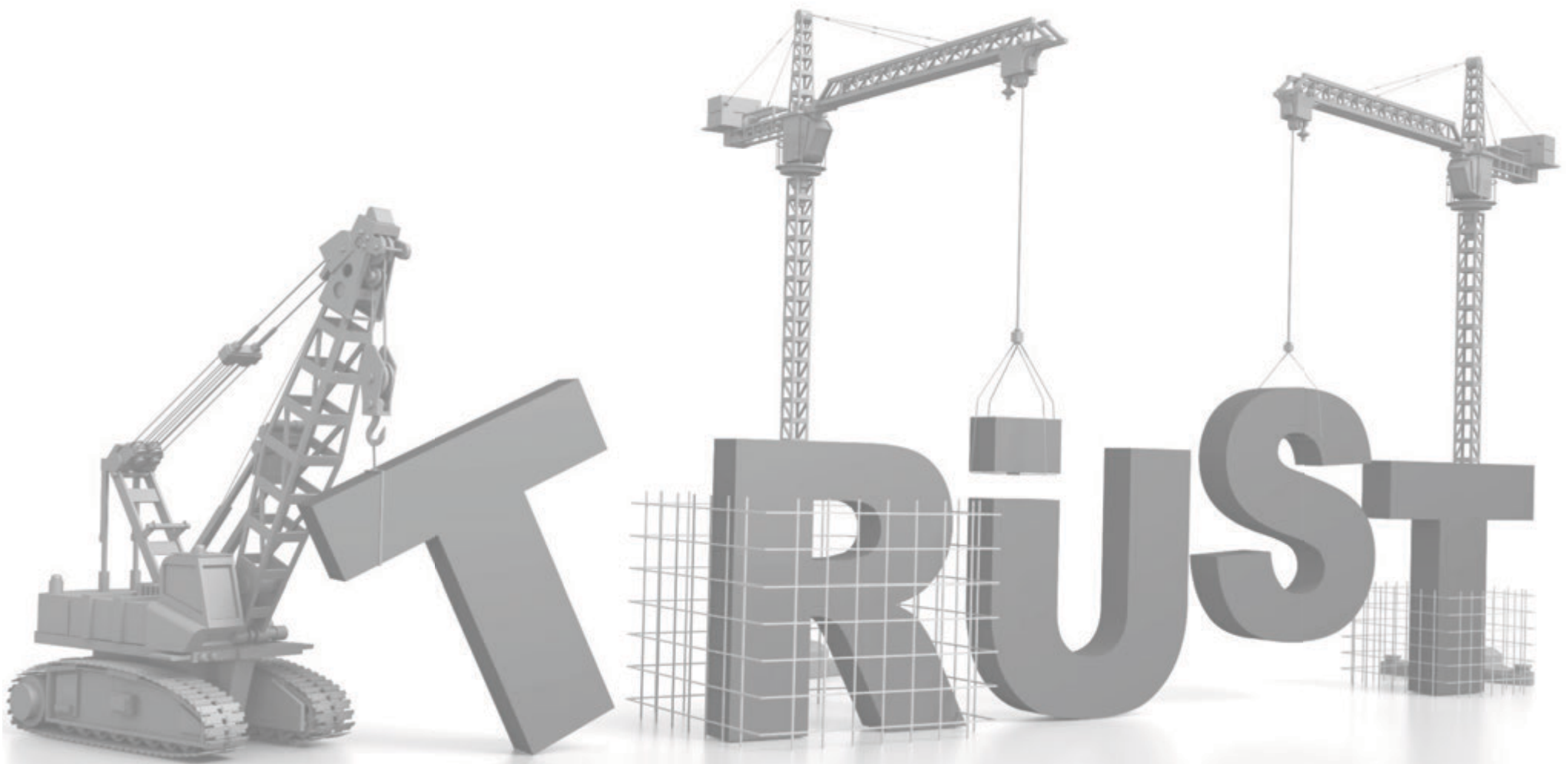
How much do managers influence their employees' levels of engagement?

Source: Gallup

www.c-suiteanalytics.com

19

The *Most Important Skill* is...



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



Accountability



Establish two turnover goals:

- ✓ **Reduce total annual turnover**
- ✓ **Improve new-hire retention**

Tips for Hiring Teammates Who Stay

- 1 Referrals
- 2 Realistic Job Previews
with Follow-Up
Questions
- 3 Job Offers



FINNEGAN'S ARROW



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



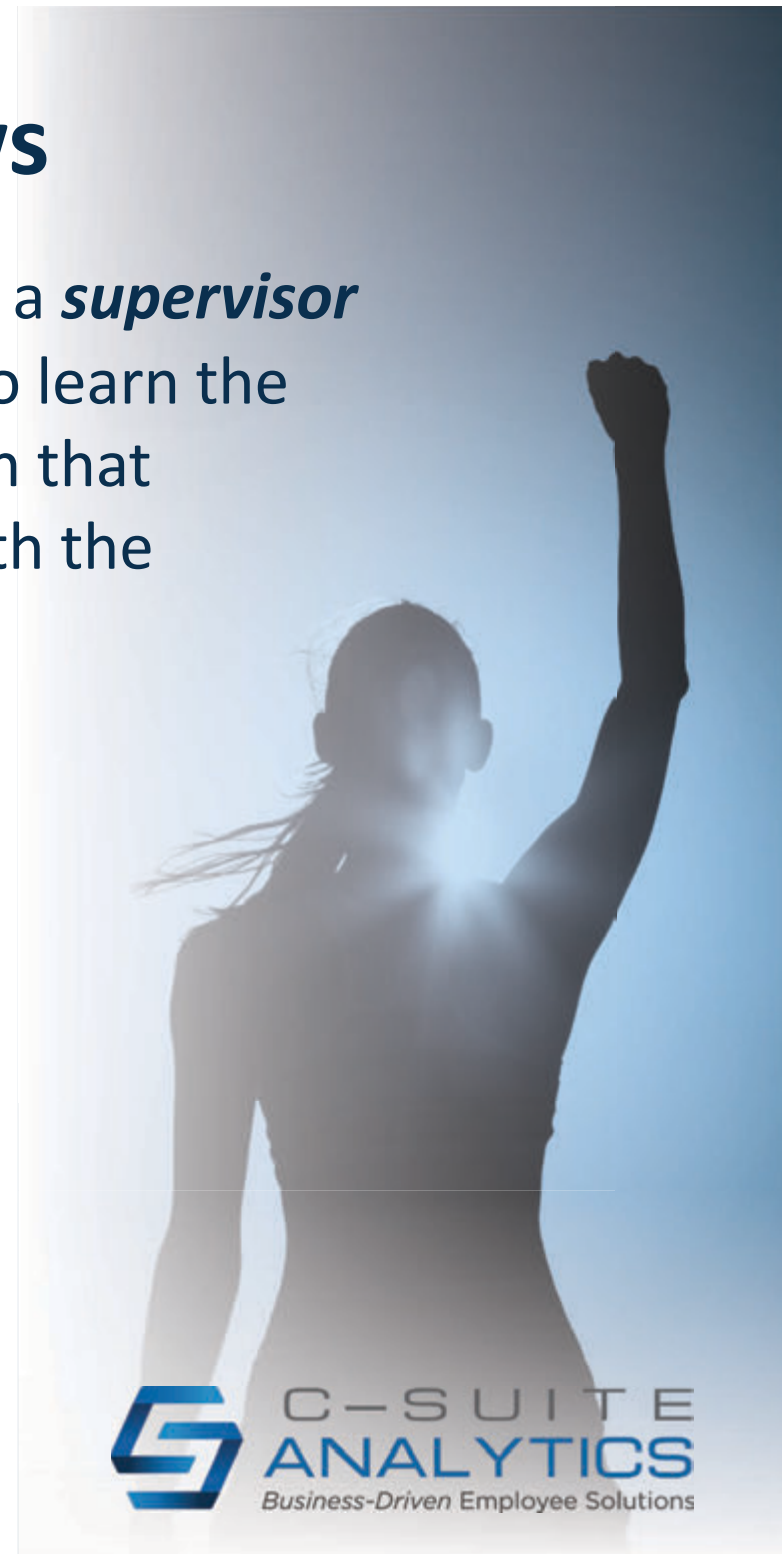
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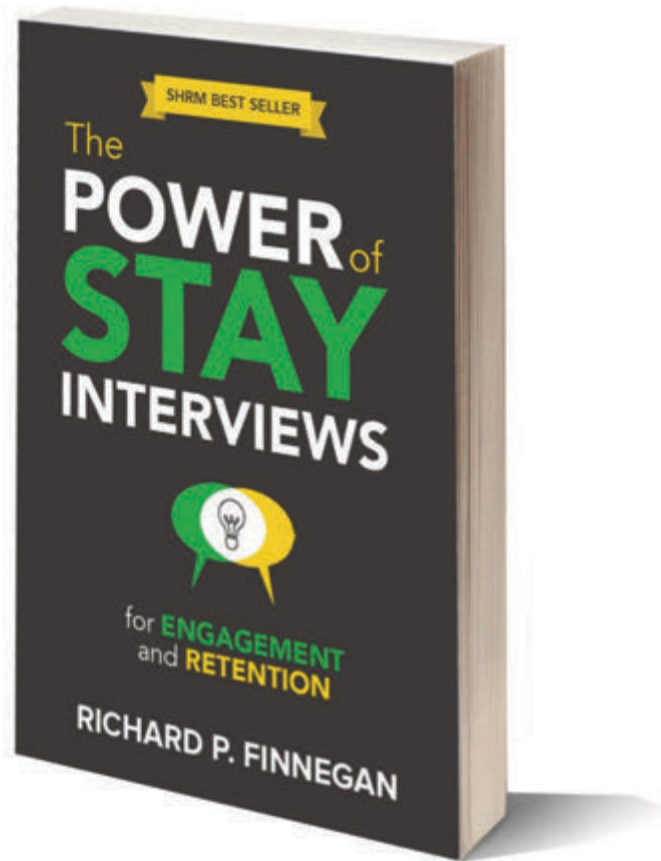
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Stay Interviews...

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- 🗨️ Put **supervisors** in the solution seat



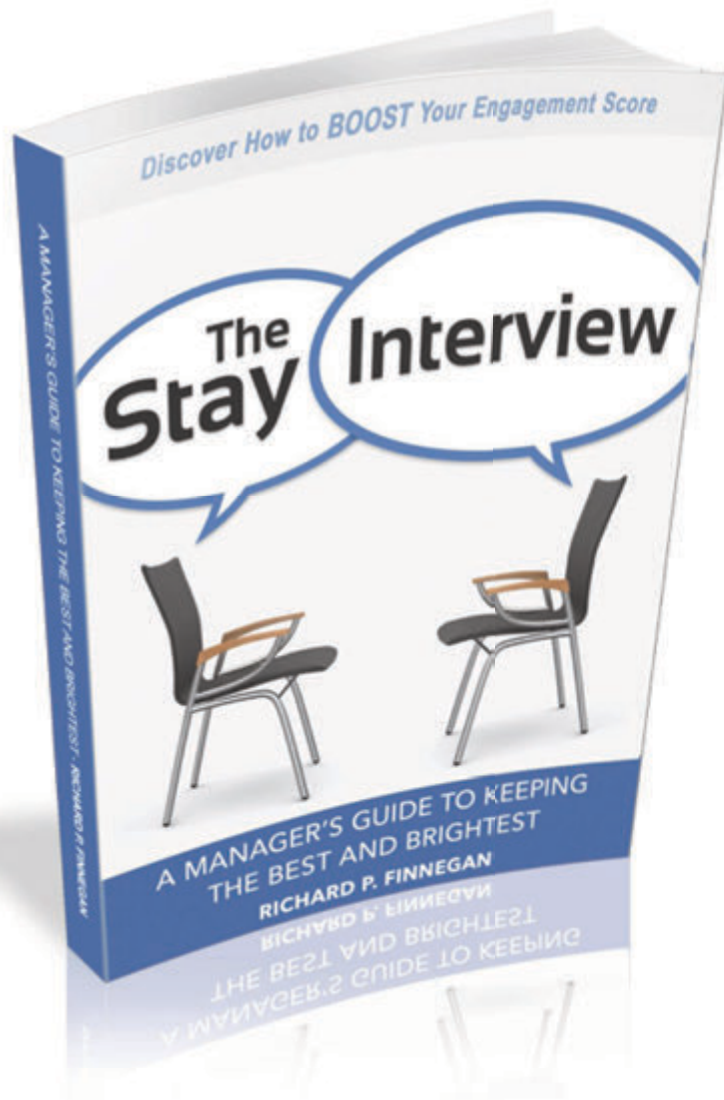
Stay Interview Process Key Ingredients



Top-Selling SHRM-Published
Book in History

- Conducted by supervisors vs HR
- Separate from Performance Review
- Conduct Stay Interviews at least 1X/yr for existing employees and 2X/yr for new hires
- Create individual Stay Plans

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

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

Best Tool for Retention Forecasting

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...	
Ralph Jimenez	3	Pleased with current role and circumstance	
Cindy Stone	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



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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



To Obtain

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

For Companies over 500 Employees...

DFinnegan@C-SuiteAnalytics.com
Include # of employees

