



SHRM21

ANNUAL CONFERENCE & EXPO
LAS VEGAS & LIVE ONLINE
SEPTEMBER 9-12

Dick Finnegan

7 Proofs That Managers Drive Engagement & Retention, Not HR



1 #SHRM21



Proven Approach That Cuts Turnover

Manufacturing

47%

Nurses

35%

Call Centers

50%

Meat Processing

47%

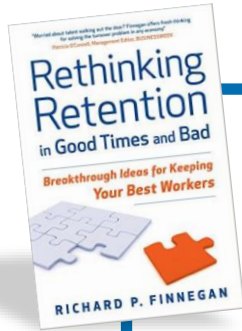
Distribution Centers

58%

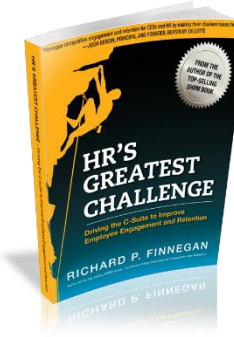


*Clients Include FedEx, Bank of America,
Caterpillar, & More*

C-Suite Analytics

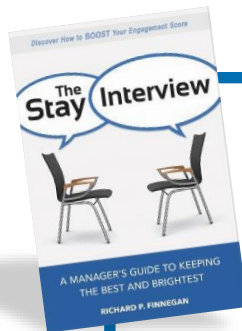
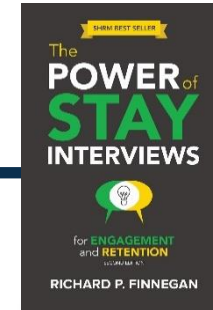


Business-driven by translating turnover %s and survey scores to the language of CEOs which is Dollar\$



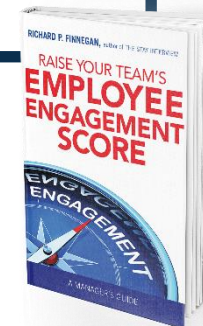
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Endorsed by Forbes, Chief Executive Magazine, and BusinessWeek which said, *“Offers fresh thinking for solving the turnover problem in any economy”*

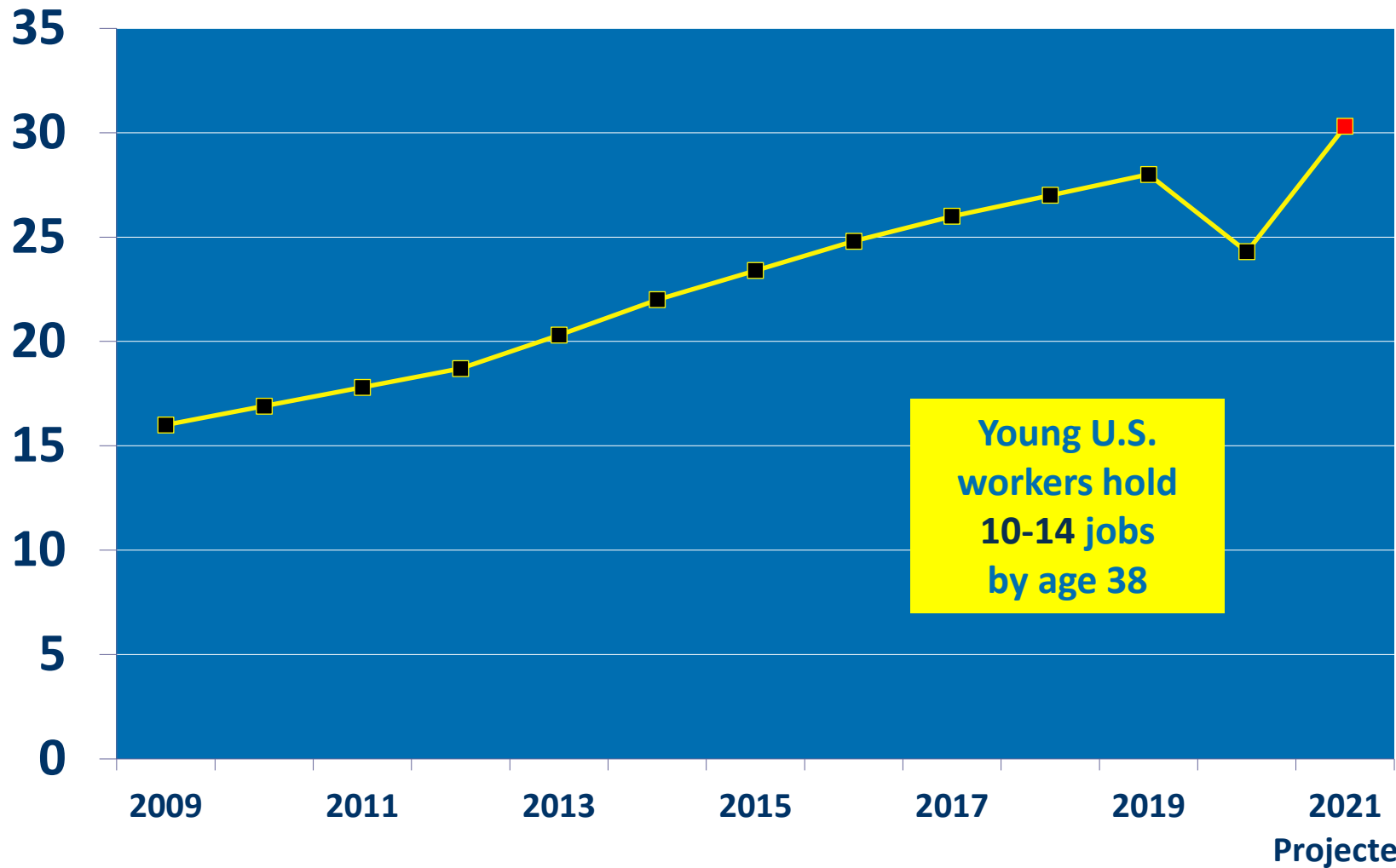


Improved retention 30% and more based on **science** & our founder's post-graduate work

“

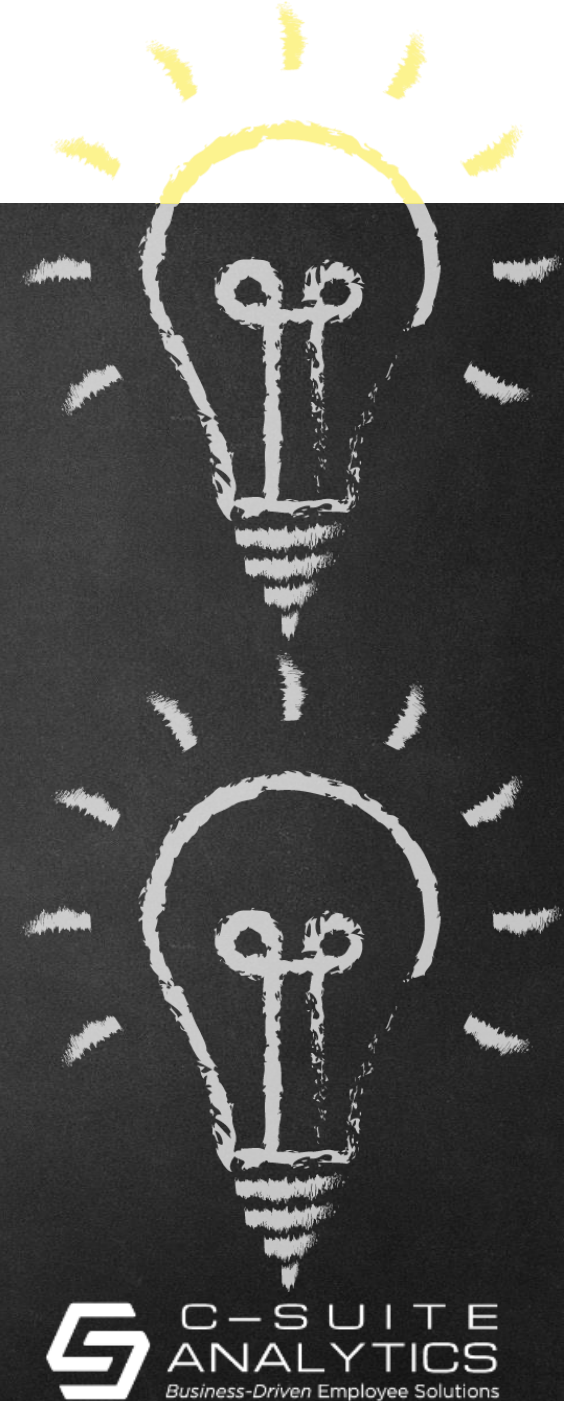


U.S. Voluntary Quits, Bureau of Labor Statistics



WALL STREET JOURNAL

“The \$1.9 trillion proposal, even without the planned second round, would push the jobless rate as low as 3.2% in late 2021 and early 2022, according to a report from Brookings Institution economists Wendy Edelberg and Louise Sheiner”...February 4th, 2021



7 Proofs

Kenexa 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”

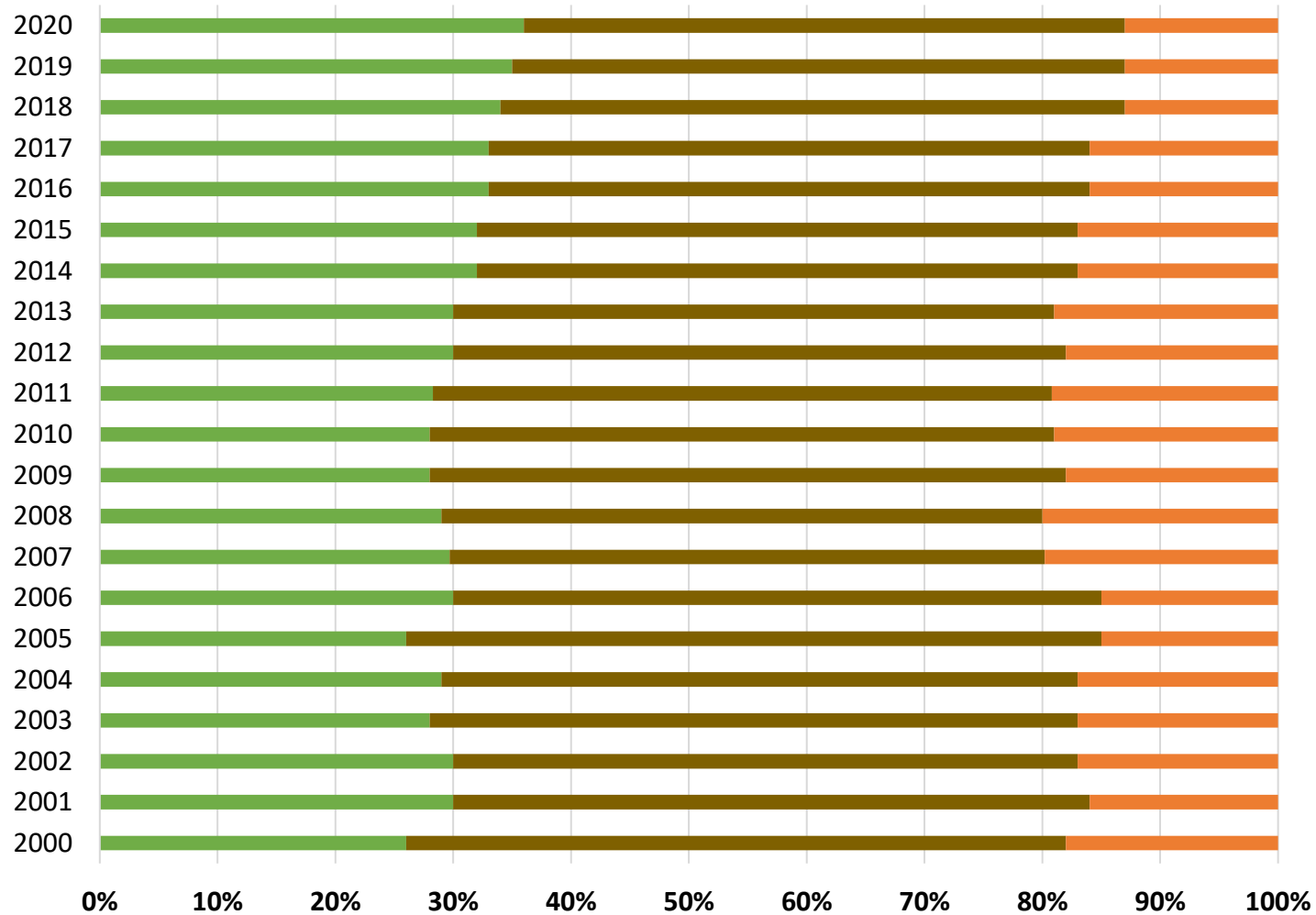


#1



C-SUITE
ANALYTICS
Business-Driven Employee Solutions

Engagement Stuck...per Gallup/Deloitte



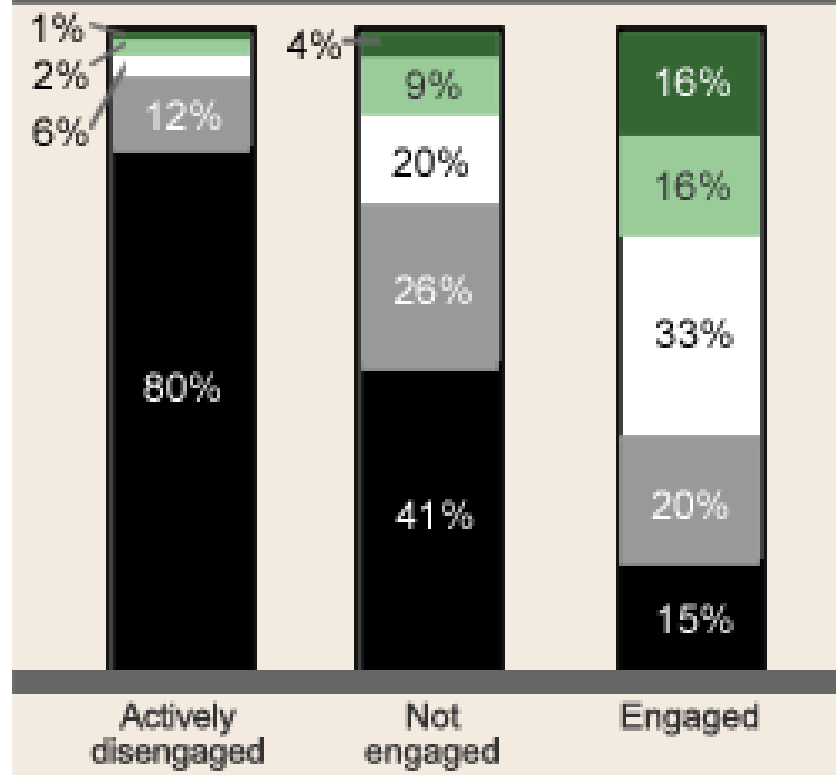
■ Engaged
■ Not Engaged
■ Actively Disengaged

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

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

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

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



Source: Gallup

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

7 Proofs

“Of all the codes Gallup has been asked to crack dating back 80 years to our founder, George Gallup, the single most profound, distinct, and clarifying finding – ever – is probably this one:

70% of variance in team engagement is determined solely by the manager.”



7 Proofs

The Healthcare Advisory Board compared two approaches to cut nurse turnover:

STRATEGY A

Six of seven hospitals addressed nurse turnover with onsite child care & flexible scheduling

STRATEGY B

Outlier hospital assigned retention goals to managers and reported progress monthly



#3



Accountability ... one year later:

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

7 Proofs

The Corporate Leadership Council reported that 22 of the top 25 most effective levers of employees' intentions to stay with an organization were driven by their manager.

Examples included:

- **Accurately assessing employee potential**
- **Clearly articulating organizational goals**
- **Encouraging employee development**



7 Proofs

If you think teachers stay or leave based on pay, lack of career growth, or unruly kids...

“When employees stay, it is because of their immediate managers.

Teachers will move to or remain in schools with strong administrative leadership.”

National Education Association



7 Proofs

Knowing the strong link between disengagement and high turnover, the Saratoga Institute found poor leadership causes over 60% of all employee turnover.

Its study covered more than 19,000 employees across 17 industry groups and found:

Main reasons employees leave are because they are not recognized or are not coached by their supervisors.



7 Proofs

Surveying over 1 million employees across a broad range of industries and countries, Gallup concluded...

“Our research yielded many discoveries but the most powerful was this: Talented employees need great managers. The talented employee may join a company because of its charismatic leaders, its generous benefits, and its world-class training programs, **but how long that employees stays and how productive he is while he is there is determined by his relationship with his immediate supervisor.**”





7 Proofs Summary

- 1. Manager opinions impact pay & more.**
- 2. Managers drive 70% variance in engagement.**
- 3. Holding nurse managers accountable for retention out-performed childcare and scheduling.**
- 4. Managers drive 22 of the top 25 stay/leave predictors.**
- 5. School managers drive teacher turnover.**
- 6. Poor leadership causes over 60% of all employee turnover.**
- 7. Employees join for things, stay/leave for managers.**

The #1 reason employees stay or leave...or for that matter engage or disengage...is how much they trust their immediate supervisors.

Please raise your hand if you've ever quit a job because you didn't trust your boss.



What Do Employees Talk About Over Dinner?

Boss...*Colleagues*...Duties

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Boss...*Colleagues*...Duties

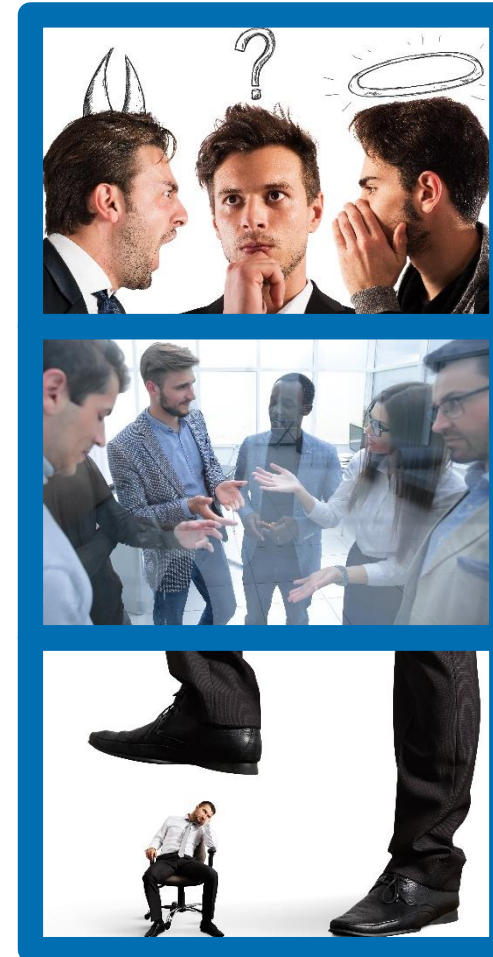
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Forbes

“Dick Finnegan, the Stay Interview expert, writes,

‘The greatest reasons why employees quit is what they talk about over dinner.’

Even those of us who love hard data must acknowledge this, which reinforces the old adage that people don’t quit jobs, they quit bosses. And it is those bosses they talk about over dinner.”

February 19th, 2021

This Morning's Lesson Learned:

- ★ Improving managers is your **best & only** pathway to improving engagement and retention.



FINNEGAN'S ARROW®



**Reduce Cost
of Turnover**

**Improve Employee
Engagement**

**Improve Revenue
& Profitability**

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Turnover is Impacting Your Bottom Line



- Engineer.....\$121,450
- Nurse.....\$53,121
- Call center rep.....\$29,447

How much does **turnover** cost you when you lose just **one employee**?

FINNEGAN'S ARROW[®]



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**Improve Employee
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**Improve Revenue
& Profitability**

Accountability: Establish Two Turnover Goals

- 
- ◎ Reduce total annual turnover
 - ◎ Reduce new hire turnover

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The Power of Stay Interviews

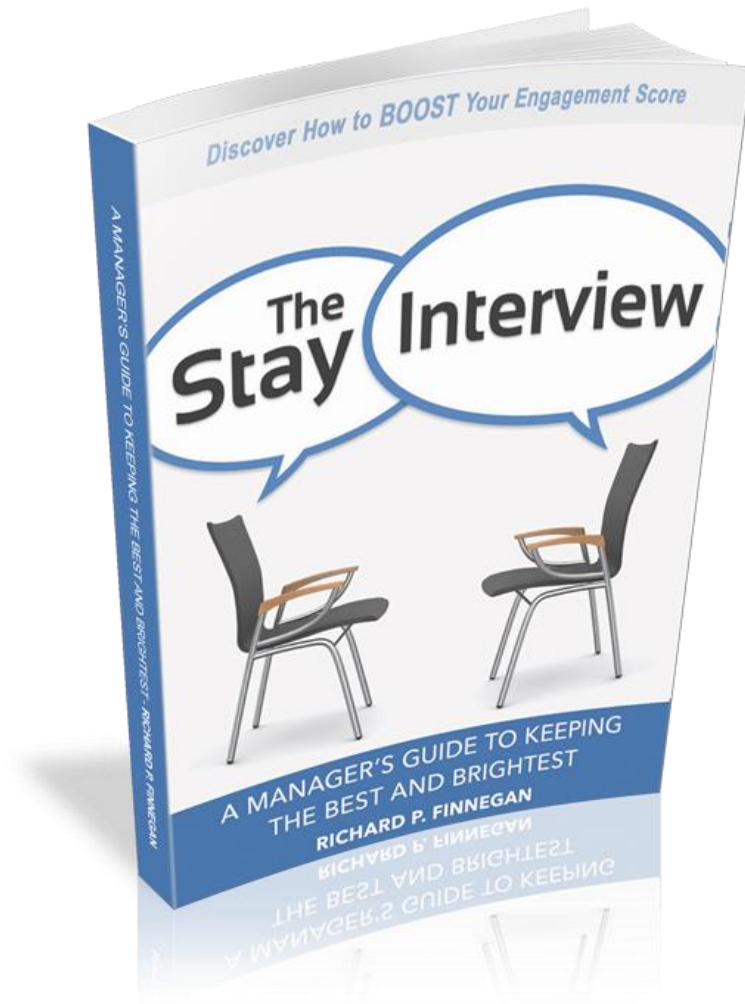
A Stay Interview is a **structured** discussion a **supervisor** conducts with each individual employee to learn the specific actions he must take to strengthen that employee's engagement and retention with the organization

Stay Interviews...

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



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?

In Stay Interviews, what do employees ask for the most?

- More pay
- Development
- Work/life balance
- Better work processes
- Promotions



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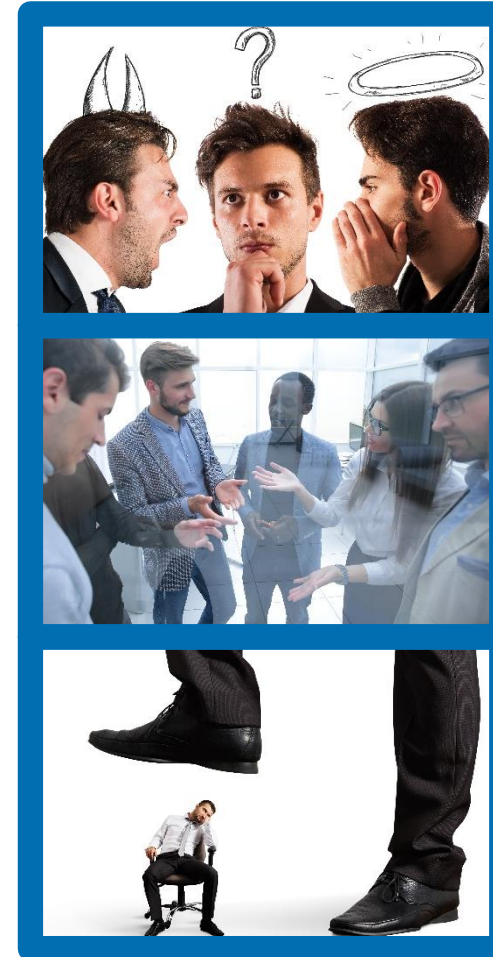
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What Do Employees Ask For The Most?

Better work processes!

Eliminate this report/improve equipment/get others to be more accountable

Employees most want to be more productive!

FINNEGAN'S ARROW®



**Reduce Cost
of Turnover**



**Improve Employee
Engagement**



**Improve Revenue
& Profitability**

Supervisors 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

FINNEGAN'S ARROW®



**Reduce Cost
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**Improve Employee
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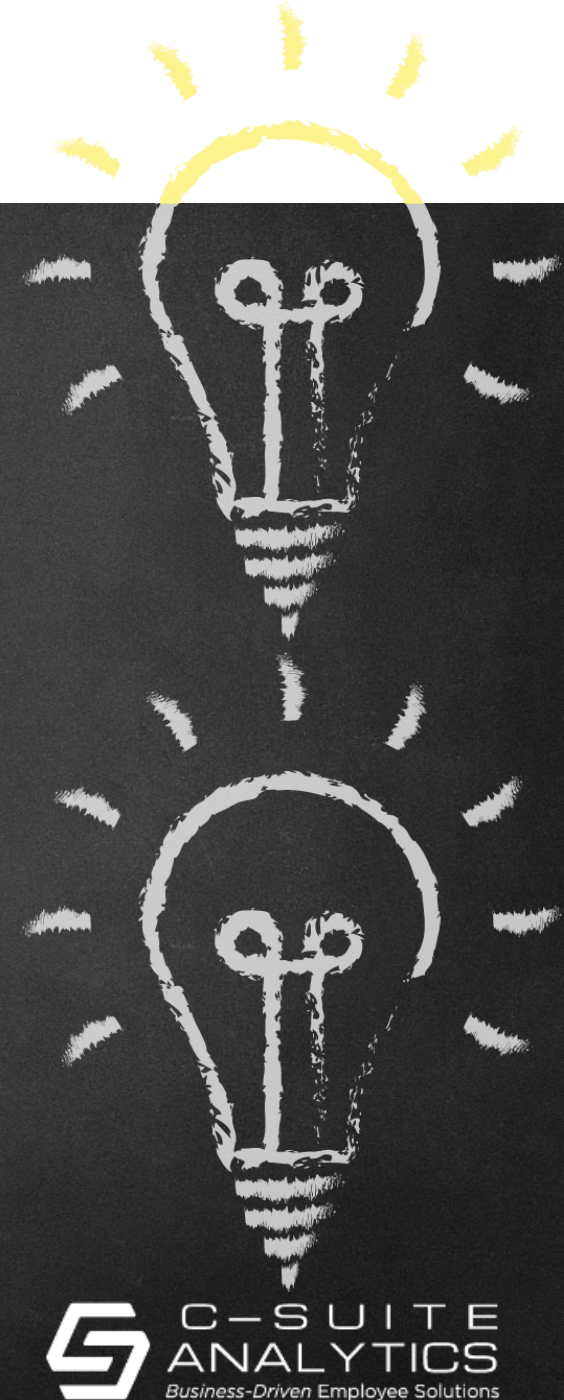
Additionally, For New-Hire Retention Goal

1. Design & Implement Realistic Job Previews
2. Greatly Increase Employee Referrals
3. Deliver Retention-Increasing Job Offers



Manufacturing Case Study

- **9 U.S. locations, manufacture trailers**
- Losing 50% new hires in 60 days
- **Established goal to retain 80% vs 50%**
- Goal owned by recruiters, trainers, team leads, supervisors
- **Designed RJPs/increased referrals/retention job offers**
- Team leads do Stay Interviews 5th day/30th day to build immediate trust
- **All accountable meet weekly to review employees in first 60 days + those who left**
- Smashing 80% new-hire retention goal, also annual turnover goal



This Solution Takes Courage

THE
TOP 5
OBJECTIONS

“Our managers don’t have time”

“Employees leave because of pay”

“We do surveys and that’s enough”

“Employees won’t tell the truth”

“Millennials will leave no matter what”



COURAGE

This Solution Takes Courage

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**Contact Me To Tell
Your Top Team:
Sometimes It Takes An
Outside Expert Voice**

COURAGE



NOW MORE
THAN EVER

**Influence Executives to Hold Leaders
Accountable
for Retention & Engagement**

Free Giveaways As Part of This Program:



**7 Proofs That Managers Drive
Engagement & Retention, Not HR**



**The Connection Between Stay
Interviews, Turnover, & Engagement**

Text Your First Name, Last Name, & Email Address Now to 866.218.7772



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