Creating a Culture of Career Development to Increase Employee Engagement
About TalentKeepers®

Leaders in award-winning and certified engagement and retention solutions
Proven results in boosting performance and retention

- Employee Engagement
- Standard & Customized Surveys
- Leadership Development
- Benchmarking
- Employee Retention
- Employee On-boarding
- Co-worker Collaboration
- Prominent Industry Research
Organizations We Have Helped Engage and Retain Valued Talent
Workplace America 2016

Longest running Employee Engagement and Retention Study

www.talentkeepers.com
• Importance of Career on Employee Engagement
• Leveraging Leaders
• 4 Tactics for Career Engagement
• Understanding Employee Preferences thru Stay Interviews

Our Agenda
Factors & Outcomes Contributing to Employee Engagement

Engaged Workforce

- Supportive Co-Workers
- Job and Career Satisfaction
- Credible Leadership
- High Performing Organization
- Committed Employees
- Satisfied and Loyal Customers
- High Performing Workforce
- Productive & Profitable Organization
Quick Poll

Of the four drivers for engagement and retention, which factor do you believe causes the most unwanted turnover?

- Leadership Factors
- Job/Career Factors
- Organizational Factors
- Co Worker Factors
Excluding Pay, Why are Employees Choosing to Leave?

<table>
<thead>
<tr>
<th>Leadership Factors</th>
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<tbody>
<tr>
<td>25%</td>
<td>59%</td>
<td>51%</td>
<td>2013</td>
</tr>
<tr>
<td>26%</td>
<td>58%</td>
<td>51%</td>
<td>2014</td>
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<tr>
<td>29%</td>
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<thead>
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<td>59%</td>
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<td>2015</td>
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<td>32%</td>
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<thead>
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<td>11%</td>
<td>14%</td>
<td>10%</td>
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<table>
<thead>
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<tbody>
<tr>
<td>6%</td>
<td>5%</td>
<td>8%</td>
<td>7%</td>
</tr>
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Workplace America 2016
Why new hires leave in the first 12 months (excluding pay)

Missed Expectations on Job Duties/Work Schedule
- 29%
- 26%

Poor Fit Based on Skills Required
- 26%
- 29%

Lack of Advancement Opportunities
- 16%
- 13%

Inadequate Assimilation and Coaching
- 14%
- 17%

Leadership
- 10%
- 10%

Inadequate Training
- 5%
- 5%

Workplace America
2016
Why Employees Leave after 1 year (excluding pay)

- Lack of Upward Career Advancement Opportunities: 30% (2016), 46% (2015)
- Lack of Growth/Experiences within Current Job Role: 19% (2016), 18% (2015)
- Poor Compatibility with Organization’s Culture: 12% (2016), 3% (2015)
- Lack of Skills Development: 4% (2016), 5% (2015)
- Co-worker Conflict: 3% (2016), 3% (2015)
A Troubling Pattern of When Turnover is the Highest

65% within 1st 12 months

Workplace America 2016
Engaged High Performance

Commit
Establish a mutual commitment to roles, expectations, goals, recognition and relationships

Engage
Positive, added energy and effort are evident, driving individual, team and organizational results

Excel
Sustained performance, growth and adaptability fuel momentum to excel and realized potential

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Engaged performance over time is a series of commit/engage/excel cycles.
Challenges to Career Engagement Today

- Flat organizations
- Employees vary widely on experience and performance
- Managers are reluctant to provide honest feedback that the employee is not ready for advancement
- All employees need to feel like they are making progress
- Faster progression cannot always come with more money
Engagement Indices by Tenure

Engagement Percentage

Tenure

0 to <1 month, 1 to <2 months, 2 to <3 months, 3 to <4 months, 4 to <5 months, 5 to <6 months, 6 to <7 months, 7 to <8 months, 8 to <9 months, 9 to <10 months, 10 to <11 months, 11 to <12 months, 12 to <13 months, 13 to <14 months, 14 to <15 months, 15 to <16 months, 16 to <17 months, 17 to <18 months, 18 months or more

OEI, JEI, CEI

Case Study

Customer Service Organization
N=1487

Engagement Indices by Tenure

2 Mo, 12 Mo, 18 Mo
Leaders Remain Your Best Engagement Resource?

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
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</thead>
<tbody>
<tr>
<td>Leadership Strategies</td>
<td>44%</td>
<td>43%</td>
</tr>
<tr>
<td>Job/Career Strategies</td>
<td>30%</td>
<td>40%</td>
</tr>
<tr>
<td>Organizational Strategies</td>
<td>16%</td>
<td>10%</td>
</tr>
<tr>
<td>Co-Worker Strategies</td>
<td>10%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Workplace America 2016
Educate Leaders that They Hold the Key…

...to *understanding* Team Members’ Career Aspirations and *facilitating* their Career Growth
Three Common Leader Mistakes

1. Don’t think it’s their job
   No one has the conversation with them

2. Fear making a mistake
   Don’t want to make a promise they can’t keep

3. Uncomfortable with the content and their responsibilities
   Never been trained
Tactics for Achieving Career Engagement

1. Establish Performance Expectations
2. Manage Differently Based on Performance Level
3. Define Responsibilities for Career Development
4. Understand Employee’s CLEAR Preferences
Tactic #1 Establish Performance Expectations

1. Identify goals and timeline
2. Engage employee and mutually agree on specific metrics to track progress
3. Check-in frequently and offer assistance as appropriate
4. Track and monitor performance and goal accomplishment
5. Adjust metrics and goals as necessary

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Tactic #2

Manage Differently Based on Performance Level

WOWs

Wet Socks

Snorkels
Does everyone agree?

**WOWs** - Team members who “walk on water”. They are your high potential “A” players, require little direction and prefer to have flexibility in how they accomplish work tasks.

**WET SOCKS** - Team members who want to perform well, but slip up occasionally. These are your “B” players who require work direction to become a WOW.

**SNORKELS** - Team members whose performance is underwater and struggling. They are your “C” players who need to be managed up to better performance or moved out.
Manage Differently Based on Performance Level

**WOWs: Macro Management** – Point them in a direction and let them run, checking in as needed

**WET SOCKS: Targeted Management** – Get their commitment to become a WOW, agree on behaviors/skills to improve, let them run, and check-in as needed

**SNORKELS: Micro Management** – Be focused on shaping behaviors that will help them reach acceptable performance
Quick Poll

If you were asked to identify your team and categorize each team member into one of the three groups (WOWs, Wet Socks, and Snorkels), would your team members agree with you?

1. Yes
2. No
Career Growth and Accountability

Elements Required for Career Growth

Performance | Reputation | Connections

Employee | Shared | Leader

Who is responsible for each element
Job Stratification

How many levels of front-line employees?
Job Stratification

- Give employees a path for growth and reasons to stay longer
- Each level comes with status or perks but not always $$

<table>
<thead>
<tr>
<th>Level</th>
<th>Days</th>
<th>Months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>90</td>
<td>6</td>
</tr>
<tr>
<td>Level 2</td>
<td>90</td>
<td>6</td>
</tr>
<tr>
<td>Level 3</td>
<td>90</td>
<td>6</td>
</tr>
<tr>
<td>Level 4</td>
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<td>6</td>
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<td>Level 5</td>
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<td>6</td>
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<td>Level 6</td>
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<tr>
<td>Level 11</td>
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<td>6</td>
</tr>
<tr>
<td>Level 12</td>
<td>120</td>
<td>6</td>
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</table>

First Year | Second Year | Third Year | Fourth Year
Tactic #4  Understand Employee Preferences
Career Leader Engagement And Recognition
Do your leaders REALLY know what their team members are thinking?

- Could those rumors be true? I wish we had more information.
- How do I move up to his job?
- When am I going to get recognized in front of the team?
- I need more variety, or I’ll have to start looking around.
- I wish I felt more challenged.
Focus topics: *Career, Leader, Engagement and Recognition*

1. **FIRSTFIT® SURVEY**
   - 10 minute non-anonymous
   - Completed by employee

2. **LEADER TRAINING**
   - Blended training
   - How to conduct handshake meeting
   - Skill building development

3. **HANDSHAKE MEETING**
   - 20-minute 1:1 meeting
   - Employee and leader

4. **ONLINE ACTION PLAN**
   - Summarizes discussion & commitments
   - Completed by leader and employee

A “Stay Interview” Experience
# Leadership Talents in Priority Order

## Strategy Spotlight

<table>
<thead>
<tr>
<th>New Employee Preferences</th>
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<tbody>
<tr>
<td><strong>1</strong> Highest</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
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<tr>
<td>8</td>
</tr>
<tr>
<td>9</td>
</tr>
<tr>
<td><strong>10</strong> Lowest</td>
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</tbody>
</table>

*Source: First Fit Survey*

Q4 through to Q1

N = 16,039
## Career Preferences

**Case Study**

<table>
<thead>
<tr>
<th>Career Preferences</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Growth</td>
<td>Gaining skills and knowledge for current job role</td>
</tr>
<tr>
<td>New Experiences</td>
<td>Exposure to new experiences to enhance expertise and knowledge</td>
</tr>
<tr>
<td>Financial Worth</td>
<td>Monetary value for work contributions</td>
</tr>
<tr>
<td>Career Opportunities</td>
<td>Gaining skills and knowledge for career advancement</td>
</tr>
<tr>
<td>Work Fulfillment</td>
<td>Opportunity to perform activities that are enjoyed and utilize one’s skills</td>
</tr>
<tr>
<td>Well-Being</td>
<td>Work/life balance</td>
</tr>
<tr>
<td>Stability</td>
<td>Stable environment with predictable work activities and schedule</td>
</tr>
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</table>
## Engagement & Recognition Preferences

### Engagement Preferences

<table>
<thead>
<tr>
<th>Preferences</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>1 In Person</td>
<td>78%</td>
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<tr>
<td>2 Team Meetings</td>
<td>16%</td>
</tr>
<tr>
<td>3 Emails</td>
<td>4%</td>
</tr>
<tr>
<td>4 Employee of the Month Board</td>
<td>1%</td>
</tr>
<tr>
<td>5 Employee Bulletin Board</td>
<td>1%</td>
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### Recognition Preferences

<table>
<thead>
<tr>
<th>Preferences</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>1 In Person</td>
<td>64%</td>
</tr>
<tr>
<td>2 Team Announcement</td>
<td>19%</td>
</tr>
<tr>
<td>3 Email</td>
<td>11%</td>
</tr>
<tr>
<td>4 Lunch</td>
<td>6%</td>
</tr>
</tbody>
</table>
Career Conversations Build Employee Engagement & Retention

1. Employee engagement impacts your business at all levels
2. Leveraging leaders using career conversations can positively impact employee engagement
3. Train and coach leaders to ensure success
4. Use our four tactics for successful implementation