



**Retaining the Best**  
January 19, 2016

Presented by:  
Thomas Schultz, Manager, Human Resources Consulting



Retention strategies at great companies – from *Fortune*

5. 

**Robert W. Baird** PRIVATE  
Milwaukee, WI  
Financial Services & Insurance

## Retention strategies at great companies – from *Fortune*

4.



**SAS Institute** PRIVATE  
Cary, NC  
Information Technology

## Retention strategies at great companies – from *Fortune*

3.



**ACUITY** PRIVATE  
Sheboygan, WI  
Financial Services & Insurance

## Retention strategies at great companies

2.



**The Boston Consulting Group**

PRIVATE

Boston, MA  
Professional Services

## Retention strategies at great companies – from *Fortune*

1.



**Google** GOOG, 1.2%

Mountain View, CA  
Information Technology

## What makes them great?

▶ Results?

1.



**Google** GOOG, 1.2%  
Mountain View, CA  
Information Technology

▶ Reputation?

2.



**The Boston Consulting Group** PRIVATE  
Boston, MA  
Professional Services

▶ Core business focus?

3.



**ACUITY** PRIVATE  
Sheboygan, WI  
Financial Services & Insurance

▶ Liberal policies?

▶ Secret sauce?

4.



**SAS Institute** PRIVATE  
Cary, NC  
Information Technology

▶ Rich owners?

5.

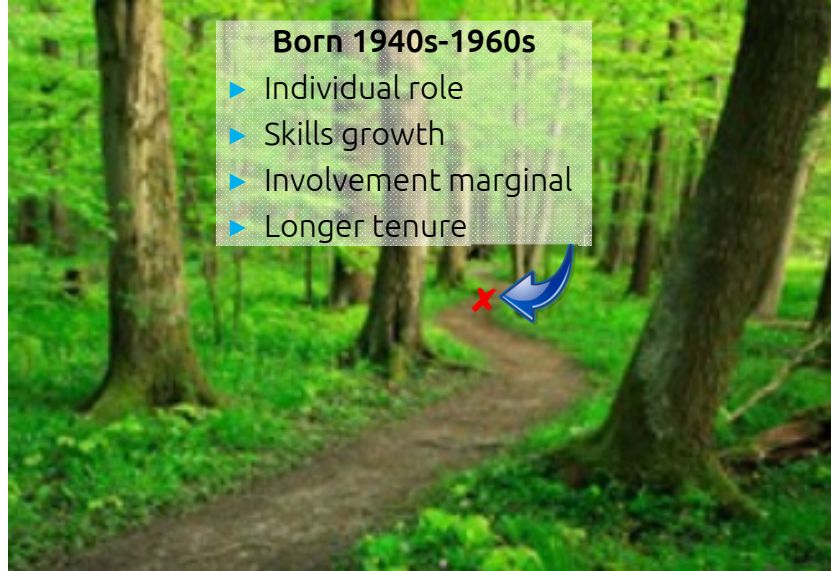


**Robert W. Baird** PRIVATE  
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Financial Services & Insurance

## Historical work perspectives



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## Historical work perspectives

**Born 1980s - early 2000s**

- ▶ Latest technology
- ▶ Asking questions
- ▶ Parent impact
- ▶ Public actions

**Born 1940s-1960s**

- ▶ Individual role
- ▶ Personal growth
- ▶ Involvement
- ▶ Longer tenure

**Born 1960s-1980s**

- ▶ Freedom
- ▶ Technology
- ▶ Multi-tasking
- ▶ Work/life balance

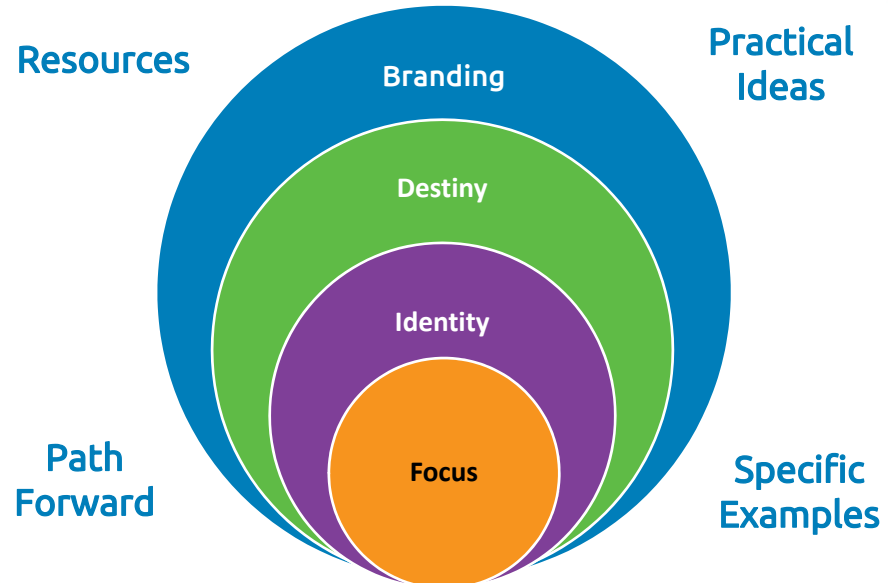
## Historical work perspectives

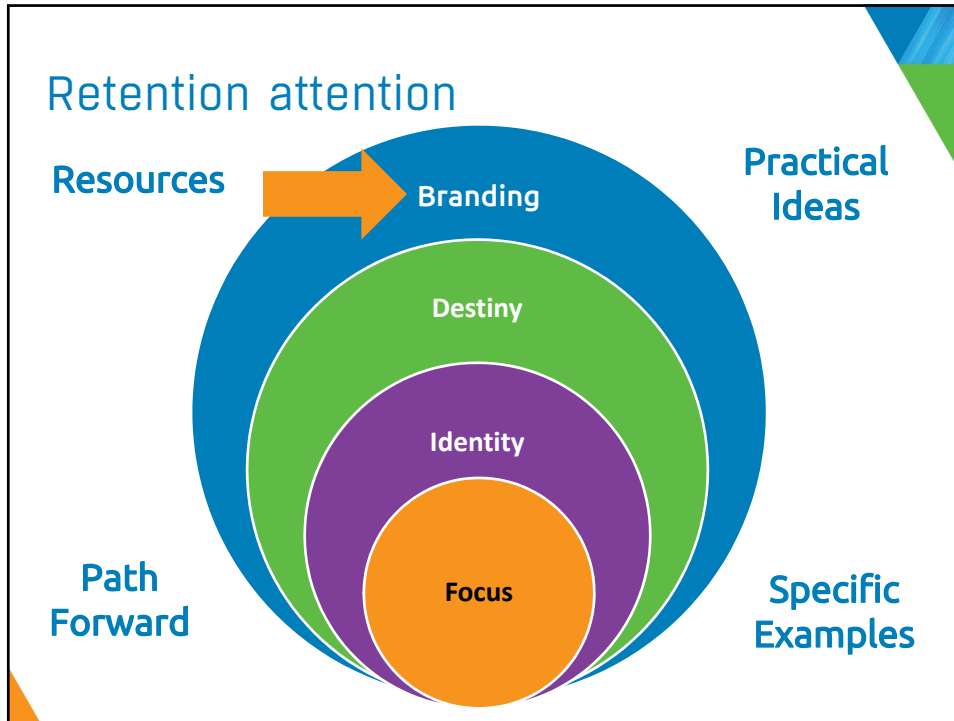
<b>Historically</b>	<b>Today</b>
▶ Pool of applicants	▶ Difficult to fill positions
▶ Low turnover	▶ Applicant pool smaller
▶ Job / company loyalty	▶ Jobs changing
▶ Skills to do the job	▶ Less loyal, other priorities
	▶ Hiring /retention more complicated

## Historical work perspectives

	2006		2016	
Generations	Ages	% of Labor Force	Ages	% of Labor Forces
Traditionalists	61 - 78	15.6%	71 - 88	7.6%
Baby Boomers	42 - 60	32.4%	52 - 70	27.2%
Gen X-ers	28 - 42	22.8%	38 - 52	33.2%
Millennials	7 - 27	29.2%	17 - 37	32%

## Retention attention





## Retention attention

- ▶ **Product branding**
  - Identity
  - Design
  - Name
  - Color
  - Logo

# Branding

Register a Starbucks® Card. Win the ultimate prize.

Play STARBUCKS for LIFE

BUILD A BETTER BATHROOM

**IRONWOOD PLASTICS®**  
A Subsidiary of CTR, Inc. / A Berkshire Hathaway Company

"INSPIRED ENGINEERING. PRECISION RESULTS."

HOME PRODUCTS & SERVICES MARKETS NEWS ABOUT US CAREER CONTACT

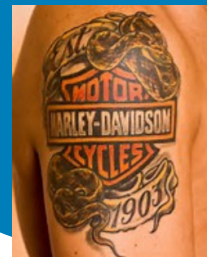
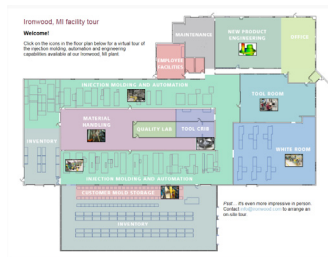


## Retention attention

### ► Cultural branding

- Internal visibility
- External visibility
- Belonging

# Branding



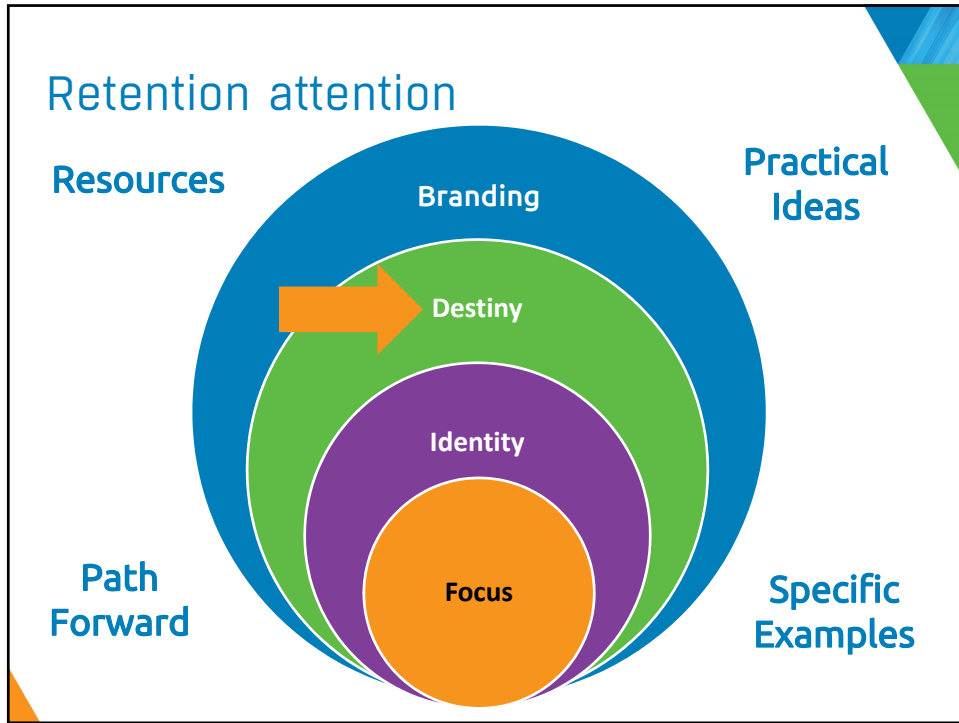
## Retention attention

### ► Where to start?

- What sets your company apart?
- Why are you different?
- How are you visible?
- Why work for you?
- Why stay?
- How am I challenged?
- Development?

# Branding





### Retention attention

- ▶ Where are you going?
- ▶ Can others tell?
- ▶ How communicated?
- ▶ Measured?

# Destiny

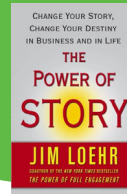


## Retention attention

► **Where to start?**

- Company roots
- Market demands
- Business strengths
- Internal talent
- Relentless storytelling

# Destiny



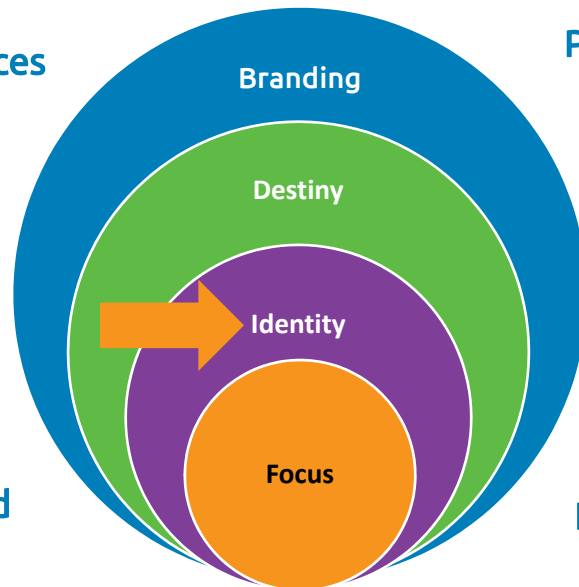
## Retention attention

Resources

Practical Ideas

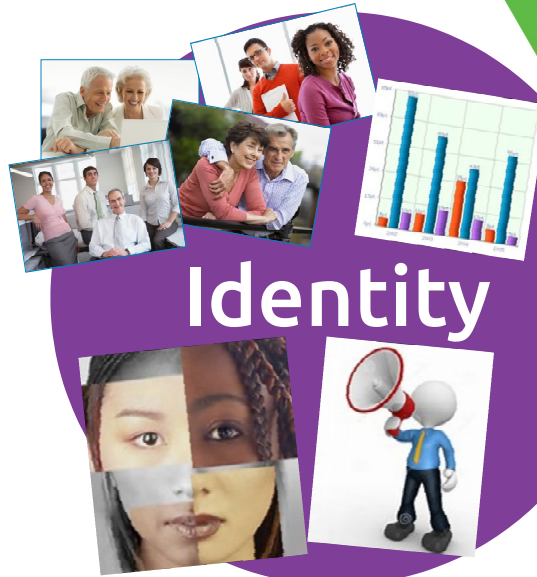
Path Forward

Specific Examples

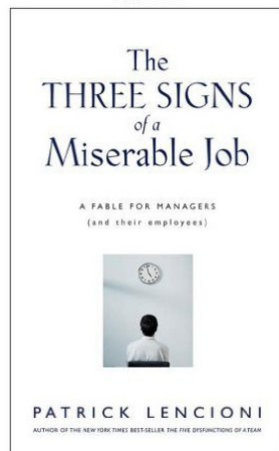


## Retention attention

- ▶ What identity?
- ▶ Generational impact
- ▶ How communicated?
- ▶ Measured?



## Retention attention

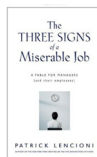


## Retention attention

### ► Anonymity

- “People who see themselves as invisible, generic, or anonymous cannot love their jobs, no matter what they are doing.”

# Identity



## Retention attention

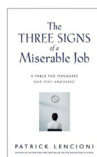
### ► Avoiding anonymity

- Start with yourself
- Individual specific attention
- Connecting employees

### Anonymity

“People who see themselves as invisible, generic, or anonymous cannot love their jobs, no matter what they are doing.”

# Identity

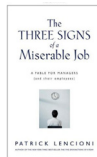


## Retention attention

### ► Irrelevance

- “Even the most cynical employees need to know that their work matters to someone even if it’s just the boss.”

Identity



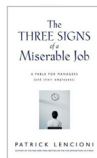
## Retention attention

### ► Avoiding irrelevance

- Link skills to business results
- Recognize milestones
- Internal / external customers

**Irrelevance**  
 “Even the most cynical employees need to know that their work matters to someone, even if it’s just the boss.”

Identity

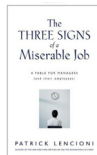


## Retention attention

### ► Immeasurement

- “Without a tangible mean for assessing success or failure, motivation eventually deteriorates as people see themselves as unable to control their own fate.”

# Identity



## Retention attention

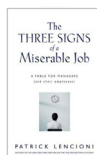
### ► Avoiding immeasurement

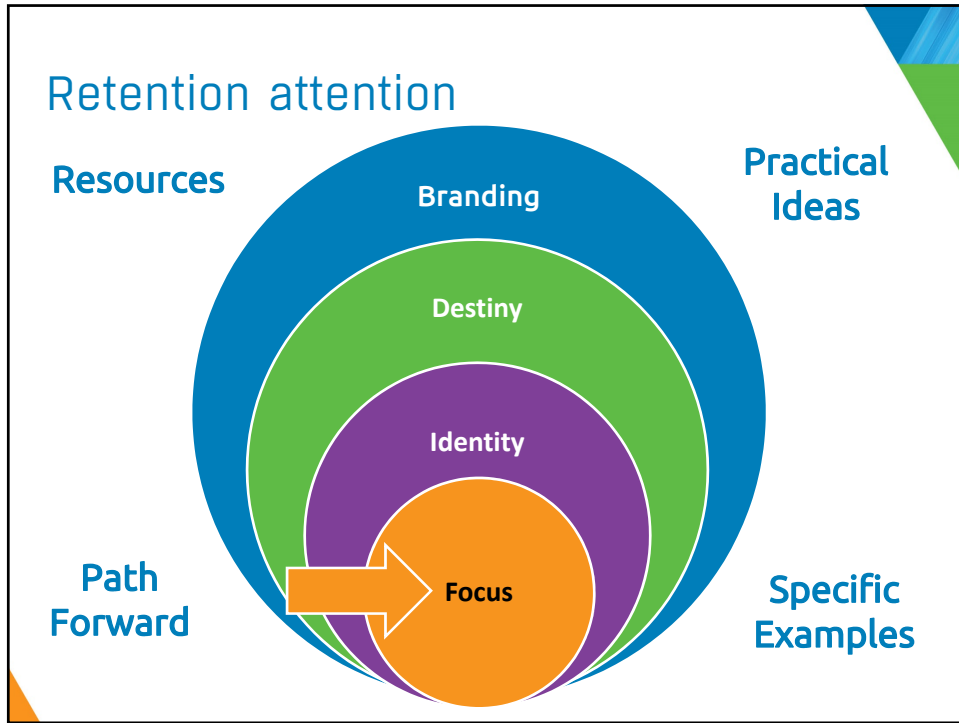
- Connect role measures to business results
- Regular, visible, simple, active
- Real time coaching

### Immeasurement

“Without a tangible means for assessing success or failure, motivation eventually deteriorates as people see themselves as unable to control their own fate.”

# Identity





### Retention attention

- ▶ Three layers and two areas

Focus



## Retention attention

### ▶ Three layers

- The business
  - Simple is better
  - Segment without silos
- Leadership
  - Showing urgency
  - Tone setting
- Employees
  - Combat miserable job signs



Focus

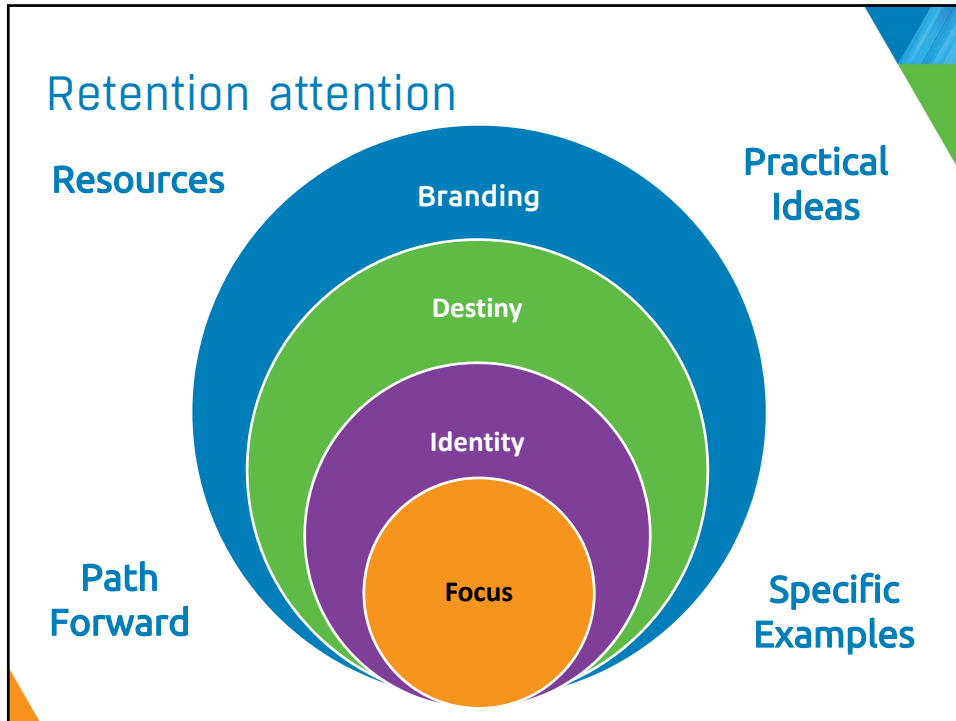
## Retention attention

### ▶ Two areas

- Internal customers
  - Employees know who
  - Recognize behaviors
  - Measure where possible
- External customers
  - Why they choose us
  - Listen for warning signs
  - Focus on the next challenge



Focus



## Questions?

**Thank you!**

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