

The One Sheeter[©]

"Brief Insights into Meaningful Leadership"

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How I See It

Workforce Retention - What's REALLY The Problem with Your Turnover?

Regardless of how you 'feel' about the departure of an employee, it *is* a problem. It reflects on your firm's leadership, management, and reputation. Some times the reason for leaving is simply a different, better, or seemingly attractive offer. More times than not however, it's because something is very, very wrong in the current employer's culture. Here are 7 of the 'usual suspects' when it comes to employee retention failures:

Training isn't happening or it has been cutback dramatically - Seminars, continuing education, and professional association events contribute to the psyche and true development of skills and abilities. Learning makes people much more capable of growing your business. Continuous learning is not a 'luxury' when times are good; rather it is a necessity, always.

I don't know where this outfit is going - Whether because of a leader's 'suspect' abilities or infrequent communication of the vision and direction of the company, everyone must hear it and understand it in order to appreciate their fit. The message of principals, direction, and importance of the company's future cannot be overemphasized.

All we do is keep cutting back - It appears that no matter what the economy, enterprises are constantly cutting back. Improving efficiencies, being fiscally prudent, are not bad things; however don't forget to support your people by not eliminating too much. The 'sacred cows' should be in your employees' interest. Think also about the long term consequences of making short term cuts.

The rules keep changing - Changing the rules too much and too often whether it be strategies, products or compensation criteria... will lead to puzzlement, frustration and early departure of the BEST employees. While a degree of change is anticipated, if done too often, it is perceived as a "ship without a rudder" - a "boss without a clue" - an enterprise floundering to survive, not a stable place on which to base your future.

I can only rely on rumors because I don't hear the truth from upper management - Have confidence in your people that they're adults (not little children to be protected) and can deal with bad news.

You keep hiring losers that come and go - Hiring a 'warm body' with a "better than nothing" justification is a sure fire way to de-moralize a workforce. Your BEST people will regard this practice as a direct sign of either incompetence or management's ability to "spot a misfit" or a blatant disregard for the time and effort existing staff must exhaust for every new hire.

We're promising more than we can deliver - Poor customer service is another major 'disconnect' that the BEST employees see immediately. Your BEST people remember the promises made, the words spoken, the terms of 'the deal' -- if it isn't delivered, they're gone.

So when it comes to retention, first of all you need to determine whether it's due to a weakness in hiring the right people, putting them in the right positions, or keeping them excited about their work and the enterprise's future. To receive *A Special Leadership Report - "21 Reasons Why You're Losing Your Very BEST People,"* send an email request to Jackie@REACHdevelopment.com.

At least that's how I see it.

A Tip or Two

Top 7 Categories Important to business success over next 24 months (* indicates our expertise):

- #1 Talent retention *
- #2 Performance management *
- #3 Leadership development *
- #4 Talent Acquisition
- #5 Screening/assessment
- #6 Employee training/development *
- #7 Succession planning *

source: survey results in HR Exec magazine 11-17-06

Thoughts from Here & There

Procedures, policies, products, technology, and even today's so-called 'best practices,' will become obsolete. Learn the art of attracting, developing and retaining quality people and your success is forever guaranteed. Vince Crew

Do you see a man who excels in his work? He will stand before kings; he will not stand before unknown men. Proverbs 22:29

A good name is better than precious ointment. Ecclesiastes 7:1

Vinnie's Commercial

Turnover Costs -- It All Adds Up...

- Leaving Costs** (exit interviews, administrative/ processing, separation pay)
- + Replacing Costs** (ads, agency fees, testing, interview time & personnel, administrative processing, background checks, special compensation considerations, training)
- + In-Between Costs** (temp staffing, overtime, project delays, productivity)
<----- Your subtotal here - Now, ADD...
- + Productivity shortfall while position is vacant**
- + Lower Productivity of new hire**
- + Management Time to train and supervise new employee**
- + Loss in Customer Satisfaction (mistakes and change with new hire)**
- + Jeopardy to customer, supplier, financial and community relationships**
- + Decline in Morale with 'revolving door' syndrome**
- + Impact on overall organization's reputation**

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The bottom line? Stop the Revolving Door - Engage REACH Development Services for...

Keynotes - Executive Retreats - Workshops - Consultation and Individual Coaching
on Hiring, Motivating, and Retaining Managers and Team Members

When it comes to this stuff, Vince wrote the book -

"Keeping The Very Best" (2003 -- 145 pp., \$20) - in its second edition - visit www.REACHdevelopment.com

ALWAYS, ALWAYS... Continue to REACH!

These perspectives are not a substitute for tailored counsel or programs designed for your particular situation.
Contact us to discuss your specific needs.

"Encouraging others to reach up, in and out to achieve"

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