

Keys to Retention: Meeting Personal/Intrinsic Needs and . The Crucial Role of the Manager

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Manage2Retain





Agenda



Douglas Brown- Manage2Retain

Background

- Managerial Roles Manufacturing (Food Industry)
- Sales/Distribution: Chemicals, Ingredients,
- Employee Engagement (14 Years)
- Manage2Retain (3 Years)

Agenda

How Workplaces are Changing

The Importance of People Working Together?

Statistics and Trends

Foundations that Drive Increased Trust and Strong
Working Relationships



Changing Workplaces

- Technology and AI Advances and Impacts
- Increasing Stress, Burnout and Mental Health
- 5 Generations in the Workplace
- WFH/Hybrid Models
- M&A Activity and Competitive Pressures
- VUCA-Constant Change Implementations
- Changing Roles/Responsibilities



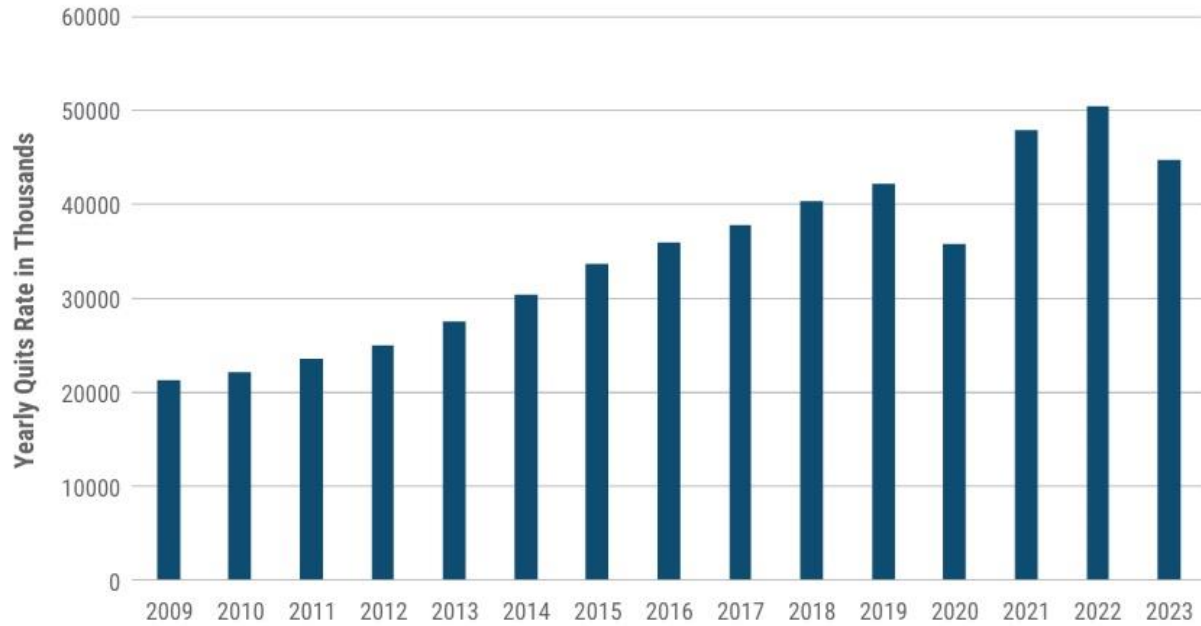


Changing Workforce Needs and Demands

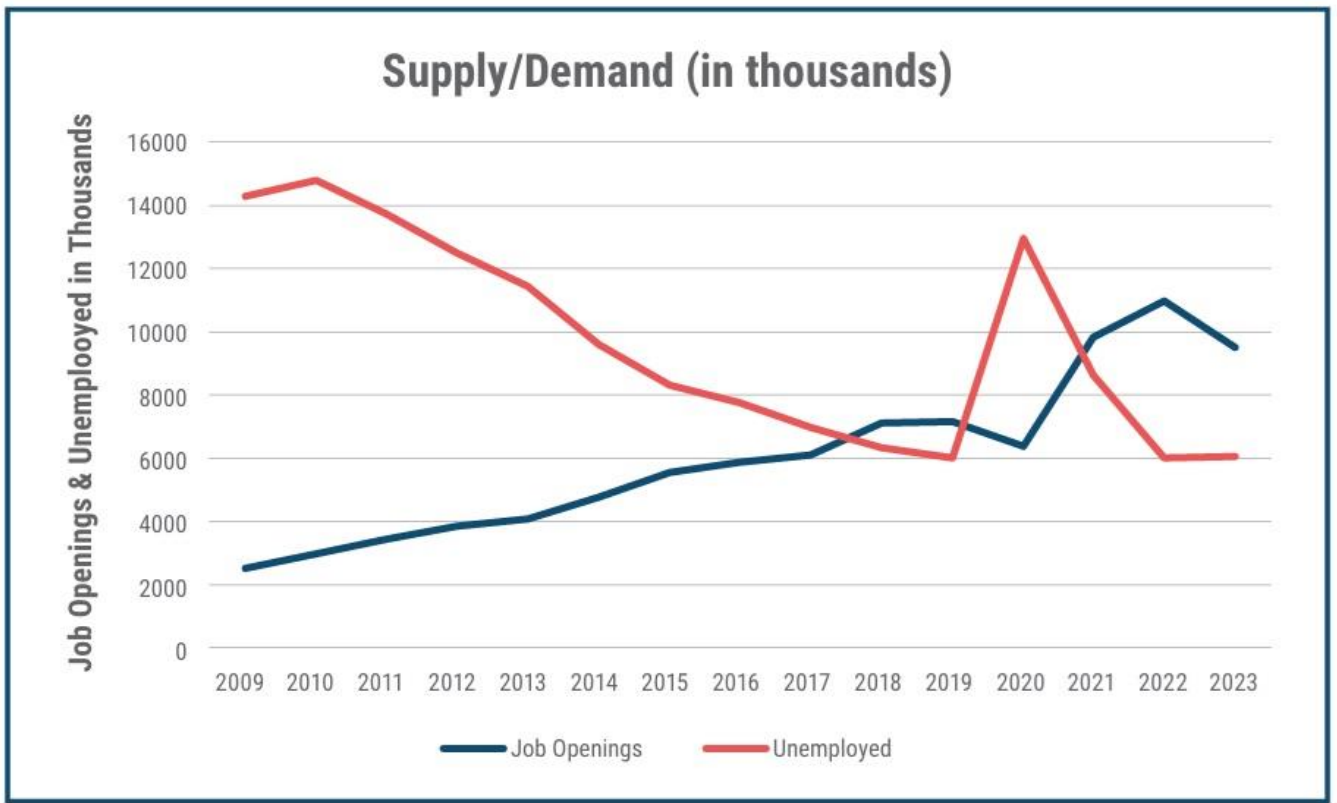
- W-L Balance
- Remote Work
- Attractive/Rewarding EX
- Quality Relationships, Trust & Communication
- Career Growth Opportunities
- Empathy, Caring, EI & Psych Safety
- Independence/Autonomy

Annual Quits

Yearly Quits

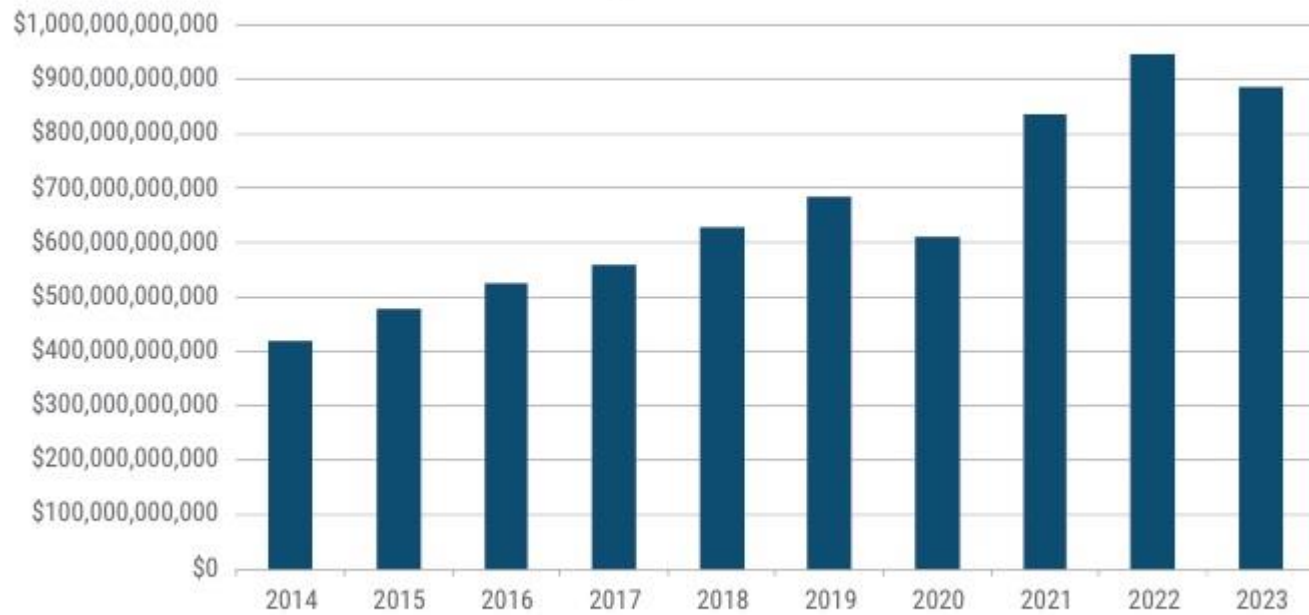


Labor Shortages/Recruitment Challenges



Costs

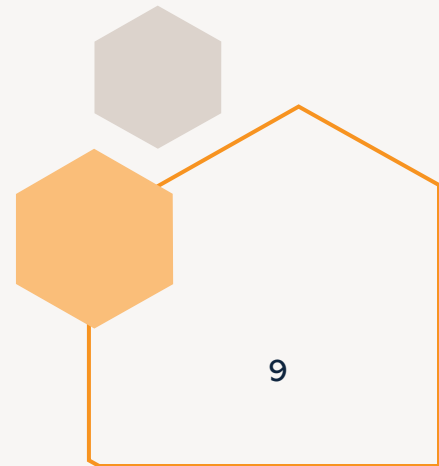
Total Voluntary Costs of Turnover



Global Leadership Reports

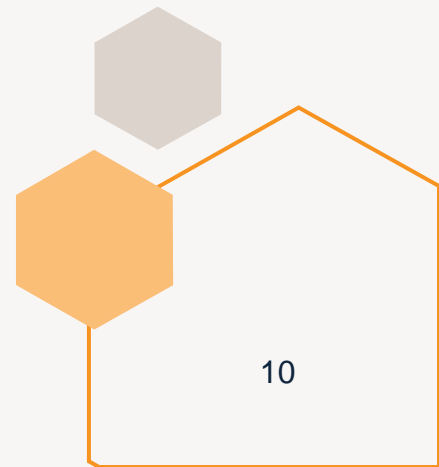


Talent and Economic Pressures Dominate CEO Concerns



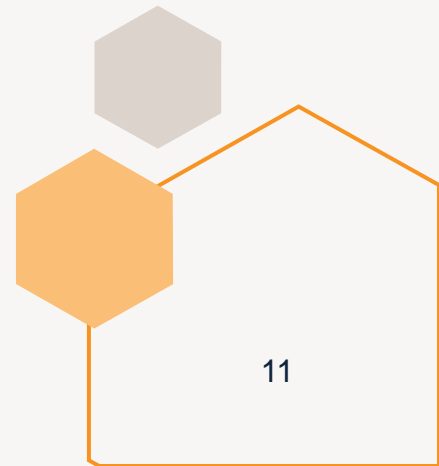
Global Leadership Reports

Trust in Freefall: A Critical Risk to Organizational Success Trust is the currency of organizational success, yet it is rapidly deteriorating in today's volatile global landscape. From 2022 to 2024, trust in immediate managers took a dramatic nosedive from 46% to 29%.



Global Leadership Reports

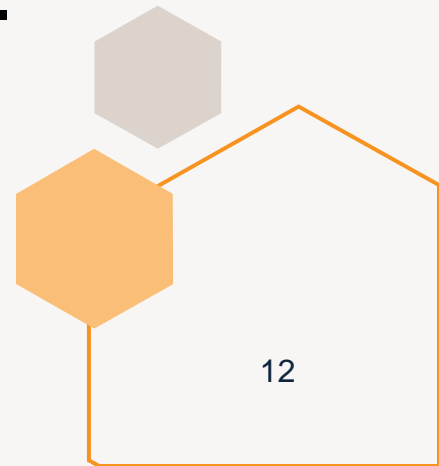
Organizations that invest strategically to support leaders' growth see marked improvements in leader effectiveness, engagement, and retention as well as organizational performance.



Global Leadership Reports

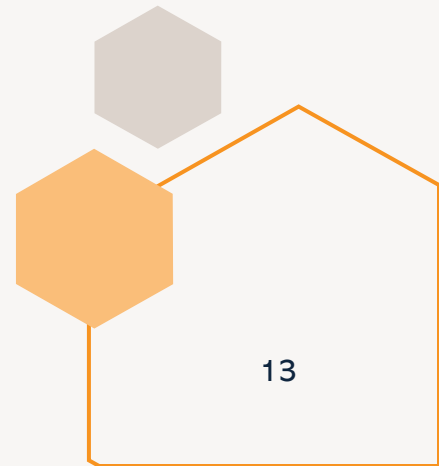
Our research highlights the transformative power of trust in building and developing talent:

- Employees with managers who actively support their development are 11X more likely to trust their manager.
- Employees who receive feedback from their manager are 9X more likely to trust their manager.
- Employees with managers who are effective coaches are 9X more likely to trust their manager.



The Employment Contract VS The Psychological Contract

Company/Corporate Needs VS Personal Intrinsic Needs



Corporate/Company Needs



- **Compensation (Salary, Wages...)**
 - **Benefits (Dental, Drug, STD/LTD..)**
- **Incentives/Bonuses**
 - **EAP – Employee Assistance Programs**
- **Wellness Programs**
 - **Safety Programs**
- **Recognition Reward Programs (Tenure, Achievement...)**

Personal/Intrinsic Individual Needs

- **Appreciation and Feeling Valued**
 - **Independence and Autonomy**
- **Strong Relationships and Camaraderie**
 - **Support, Empathy and Caring**
- **Trust**
 - **Two-Way Communication and Psychological Safety**
- **Clarity and Agreement on Work Roles and Responsibilities as well as Performance Feedback**
 - **Growth and Learning Opportunities**





Meeting Unique Personal Needs, Interests and Goals



Takuma Hayashi

Extroverted, Customer Service Focus



Graham Barnes

Needs Teamwork and Group Interaction. Always New Creative Ideas



Mirjam Nilsson

Interested in new Challenge and Career Growth Focused



Rowan Murphy

Values Appreciations and Acknowledgement



Flora Berggren

Prefers Independent Work, Concerned about Ailing Mother- Needs Flexible Hours



Elizabeth Moore

Needs alignment with Company Mission, Values and Purpose



Rajesh Santoshi

Needs working from home options to avoid expensive commutes

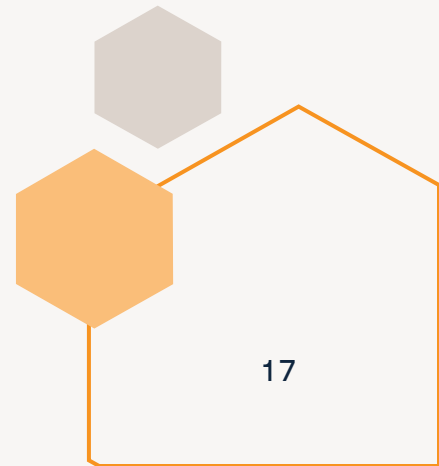


Robin Kline

Is a Relationship Person and Needs Communication and Trust

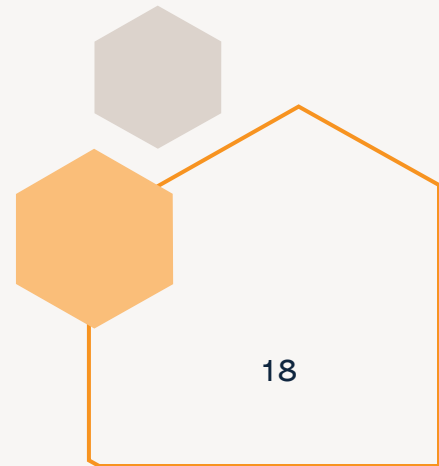
5 Generations in the Workplace

Onboarding/Tenure Challenges



Managers and Leaders – Crucial Roles in Employee Retention

Who is responsible for employee retention??



WHY and HOW Managers are so Crucial To Retention

SOME EXAMPLES

1. Managers Directly Impact Employee Engagement

Statistic: Employees who are **highly engaged** are **87% less likely to leave their company.** *(Source: Gallup)*

2. Managers Control Workplace Culture & Psychological Safety

3. Managers Influence Career Growth & Development

Statistic: 94% of employees say they would **stay at a company longer** if it **invested in their career development.** *(Source: LinkedIn Learning Report)*

4. Managers Shape Work-Life Balance & Well-Being

Statistic: Employees with **poor work-life balance** are **2.5x more likely to leave their job.** *(Source: Harvard Business Review)*

5. Managers Control Employee Recognition & Motivation

Statistic: 63% of employees who feel **unrecognized** at work are **actively looking for new jobs.** *(Source: WorkHuman Research)*



Key Actions for Managers to Strengthen Retention

1. **Communicate Transparently:**
2. **Show Empathy and Care:**
3. **Recognize and Appreciate Contributions:**
4. **Be Consistent and Reliable:**
5. **Encourage Growth and Development:**



Key Actions for Managers to Build Trust and Strong Relationships

6. Conduct Regular One-on-Ones

7. Solicit and Act on Feedback

8. Foster Team Collaboration

9. Provide Clear Expectations and Goals:

10. Lead by Example:



The Power of One-on-One Manager-Employee Conversations



- **Understanding Unique Needs and Expectations**
- **Frustrations and Concerns**
- **Individual, Personal Goals and Interests**
- **Provide Performance Feedback**
- **Recognize Achievements**
- **Support Work-Life Balance**





The Importance of Manager-Employee Relationships

Key Points:

- Managers significantly influence employee satisfaction and retention.
- Gallup research shows that managers account for **70%** of the variance in **employee engagement**.
- Employees with positive relationships with their managers are **55% less likely to consider leaving (SHRM)**.
- Trust and communication are the cornerstones of productive, engaged, and loyal teams.

Awareness: Recent Study and Discrepancies

Managers Feelings and Thoughts

Employees feelings and Thoughts

- Half (52%) of employees currently believe their company's efforts to be empathetic toward employees are dishonest—up from 46% in 2021, and employees increasingly report a lack of follow-through when it comes to company promises (47% compared to 42% in 2021).
- Failing to feel a sense of belonging at work or connection with coworkers is a growing reason why employees quit their jobs. About half (50% and 48% in 2021) left a previous job because they didn't feel like they belonged, and more employees now say they left a previous job because they had difficulty connecting with colleagues (42% vs. 37% in 2021).

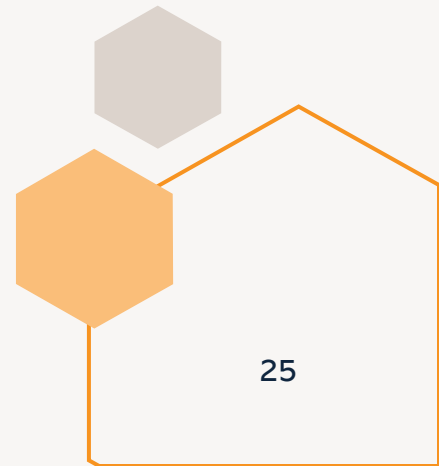


Three Steps to Manager Success !!

1. Manager-Employee Diagnostics
2. Education/Training
3. Activities and Processes



Good Better Best



Summary/Conclusions

- Turnover and absenteeism are on the rise
- To move progressively to more advanced and successful employee retention processes requires a focused strategy and manager involvement.
- Remember there are many non-financial (salary/benefits) programs that are also crucial to retention.
- Ultimately, employee retention success is about meeting and supporting employee personal needs, interests and goals.



A large orange hexagon is the central focus, containing the text "Special Offer" in a bold, dark blue font. It is surrounded by several other hexagons: a solid blue one at the top, a white one with a black outline at the bottom left, and a smaller solid orange one at the bottom right.

Special Offer

Special Offer

Get a Free One-to-One Structured Manager-Employee Conversation Guide OR Complimentary Diagnostic to Help Managers Build Trust, Relationships and Retention

<https://calendly.com/dbrown-125/30-minute-arrange-free-1-on-1-manager-employee-conversation>

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Thank you

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