



# How to Keep Your Top Talent

Approaching Retention with Intention



## Meet the Speakers



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## Agenda

- Uncertainty & the workplace
- Top reasons employees leave
- How to approach retention with intention
- Sneak peek! Quantum Workplace Turnover Dashboards

## SECTION 1

# Uncertainty & the Workplace



## The market is full of noise & uncertainty



**4.1%**  
productivity is down



**1.9**  
posted jobs per  
unemployed worker



Interest rates  
are rising

# 1 in 3

employees say their  
departure could have  
been prevented

# Top Reasons Employees Leave



Lack of career growth



Lack of fair pay



Felt unrecognized or unappreciated



Undesirable work environment



Poor relationship with manager

# The Ripple Effect of Turnover



**62% of employees**  
discussed their  
decision to leave with a  
manager or coworker  
prior to leaving

**If you LISTEN...**

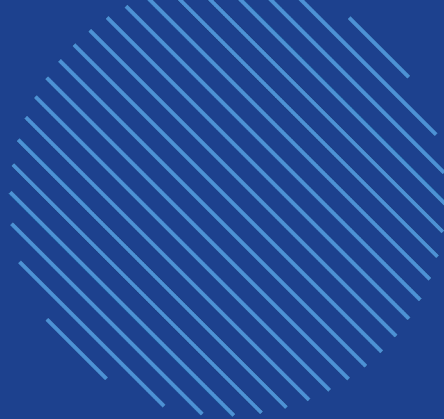
You can see, sense, and  
stop unwanted turnover  
before it happens.



## SECTION 2

# How to Approach Retention with Intention



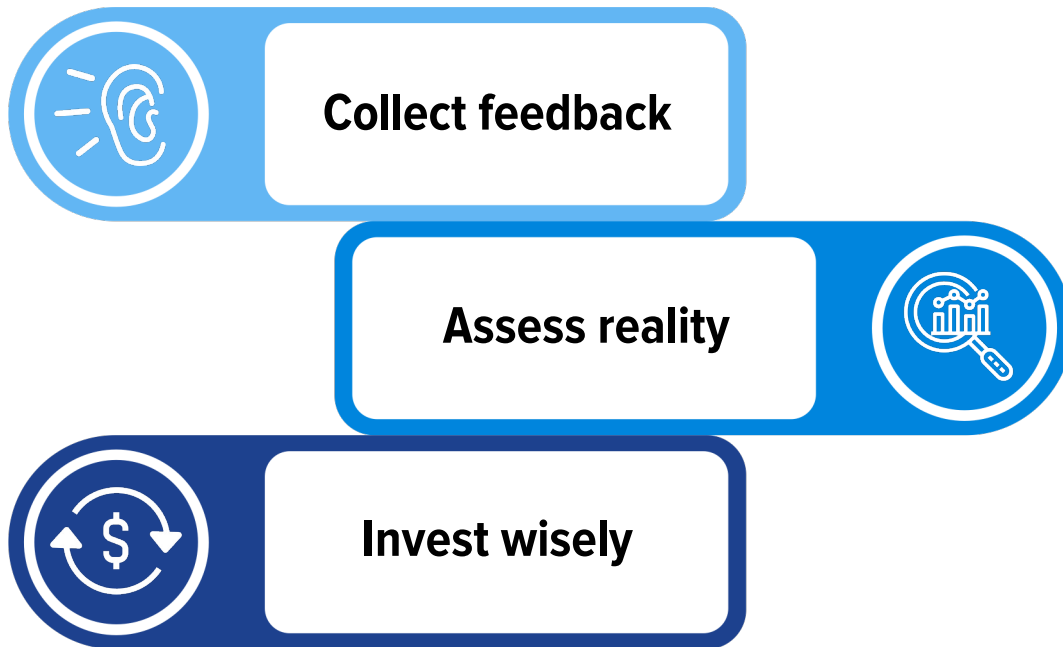


**The less you know,  
the less you can do.**

# The 5 Ws of Turnover & Retention

- WHAT is happening with turnover
- WHO is leaving your organization
- WHEN in the employee journey are there challenges
- WHERE is turnover happening the most
- WHY are your top performers leaving

## A 3-Part Formula for Retention with Intention



## Collect Feedback

- Employee feedback is fuel for your retention strategy
- Give employees channels to share feedback
- Design an intentional employee listening strategy
- Connect the dots across surveys to see what's driving engagement & turnover

# How to Collect Feedback

- Engagement
  - Engagement Survey
  - Pulse Surveys
  - Lifecycle Surveys



## Engagement Survey

### Best Practice Library

My job gives me a chance to learn and grow.

This job is in alignment with my career goals.

My job allows me to utilize my strengths.



### One Week Onboarding Survey

Employees join because "job role is appealing"

### 60-Day Onboarding Survey

- Job role isn't as described in interview process
- Tech issues hinder productivity

### Exit Survey

Majority of employees leave within 1 year to jobs that are a "better fit"



## Customer Spotlight: Collecting Feedback

Fortune 500 Retail Company

5,000-10,000 employees

Onboarding & Exit Surveys



# Customer Spotlight: Collecting Feedback

## 1-Week Onboarding

- What is most appealing about working here? What attracted you to work here?
- How has your experience been so far?
- What factors contribute most to your experience?

## 30/60/90 Day Onboarding

- How has your experience been so far?
- What factors contribute most to your experience?
- Is working here and your role what you thought it would be?

## Exit Survey

- Why are you leaving?
- Where are you going?
- What is appealing about your new job?
- How long did you think about leaving before making the decision?
- What kept you working here before that decision?



# Assess Reality



- Data is your friend
- Start by thinking of pressing questions you or your leaders want answers to
- Rely on valuable demographics like tenure, location, gender, job function, etc.
- See your turnover trends: YoY, seasonal, benchmarks
- Understand the why behind turnover
- Get the context you need to make smart decisions and investments

# How to Assess Reality

- **Survey Results**
  - Analytics
    - Filter or Slice Demographics
    - Heat Map & Intersections
    - Compare to other surveys
    - Compare to our company benchmarks
    - Compare to Best Places to Work Benchmarks



## Survey Analytics

### FAVORABILITY

Overall vs. Previous  
**69.0%** **-2.7%**

Positive change has occurred 76.4%  +3.6% 

I recommend this organization 70.8%  -5.7% 



## Focus on retention & turnover

Why do people leave? Why do they stay?

## Logic-based follow-up

"It would take a lot to get me to leave this organization."

## The results: culture is key.

Top drivers of retention were workplace culture (90%), career advancement opportunities (89%), and relationship with manager (84%).

# Customer Spotlight: Assessing Reality

Credit Union

250-500 employees

Annual Engagement Survey

## Invest Wisely

The section header "Invest Wisely" is in a large, bold, black sans-serif font. To its right is an orange icon consisting of a circle with a dollar sign (\$) in the center and two curved arrows forming a loop around it.

- What's driving engagement and retention?
- Make changes! Provide remedies for the challenges you've uncovered
- Double down on what's working
- Walk away from what isn't working
- Focus on building an engaging culture AND driving business success
- Invest time, money, energy, resources to SAVE top talent

## How to Invest Wisely

- **Accessibility**
  - Empower others with access to analytics
  - Executives, HRBP, or manager
- **Action Planning**
  - Drive targeted action within teams
  - Take the burden off of HR's shoulders
  - Invest time in initiatives that move the needle



### Manager Analytics

#### 1. Manager Access Options

- ☐ Downline Only
- ☒ Downline and Overall
- ☐ Full Upline

#### 2. Specific Report Access

- ☐ Managers Can Read Comments
- ☐ Can Reply/Read Replies
- ☐ Managers Can View Heatmap



Analytics Launched



## High & early turnover of technicians

Why do people leave? Why do they stay?

## Engagement survey surfaced priorities

- Technician "intent to stay" dropped 5%
- Perceptions of fair pay dropped 4%
- Perceptions of recognition dropped 11%
- Perceived value of ESOP dropped 11%



## Customer Spotlight: Investing Wisely

Manufacturing

1,000-2,500 employees

Annual Engagement Survey & Action





## Leaders took strategic action

Dug deep with technicians on the data. Changed ESOP program. Created clear levels and pay bands. Helped techs stay focused on their primary work.

## Technician perceptions skyrocketed

- Double digit increases:
  - If I contribute to the success of the organization, I know I'll be recognized.
  - Senior leaders value people as their most important resource.
  - Perceptions of trust and fairness
  - Perceptions of fair pay



## Customer Spotlight: Investing Wisely

Manufacturing

1,000-2,500 employees

Annual Engagement Survey



## SECTION 3



# Sneak Peek! Turnover Dashboards





# See, Sense, & Stop Turnover

## Quantum Workplace Turnover Dashboards

- First Year Turnover
- Turnover Trends
- Turnover Comparisons
- Flight Risk by Demographic
- Flight Risk Factors



### Flight Risk Factors

Why are people leaving?

Importance	Element
1	I feel that my job gives me flexibility to meet the needs of both my work and personal life.
2	I see professional growth and career development opportunities for myself in this organization.
3	I have the materials and equipment I need to do my job.



### Turnover Trends

**1357**

Total Terminations

**3117**

Total Headcount

**43.54%**

Turnover Rate



● Female ◆ Male



### First Year Turnover

**28**

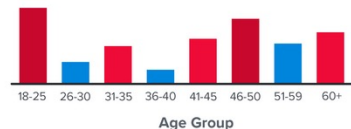
Exited during first year

**153**

Total exited

**0.18**

First year turnover rate



# Questions



**Learn more about  
Quantum Workplace**

[quantumworkplace.com/demo-request](https://quantumworkplace.com/demo-request)