

LOVE 'EM or LOSE 'EM



Do They See Their Future in Your Future?



Dr. Beverly Kaye | September 12, 2019

How I'll Get There



- ★ **Context: The Business Case**
- ★ **The Cost of Loss**
- ★ **Stay Factors**
- ★ **Talent-Focused Leadership:**
 - ★ **Development and Growth**
 - ★ **Style**
 - ★ **Environment**
- ★ **Action Steps**

The Business Case



Engaged employees are a leading indicator of business outcomes, and are the keys to a differentiated and defensible competitive advantage.

-Gallup

The Basics

Ask
WHAT KEEPS YOU?

Zenith
GO FOR IT

Success Drivers



Ask
WHAT KEEPS YOU?

Buck
IT STOPS HERE

Numbers
RUN THEM

Ask: Why Do You Stay?



What about your job makes you jump out of bed in the morning? What makes you press the snooze alarm?

If you won the lottery and resigned, what would you miss most?

If you went back to a position in the past that you loved, what would it be? Why?

What can I do to keep you?

What would entice you away?

The Science of the Blink



Follow
**THE BLINKING
WORD!**

XX00X 00XX
XX00XX 00XX00
XXXX 0000
XX00XX

XX00X 00XX
XX00XX 00XX00
XXXX 0000
XX00XX

The Science of the Blink

I really like it when I get to solve a complex problem, one where I need to bring in colleagues to really get to the bottom of it.



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The Buck Stops with Managers

**A 25 year study of 12 million
workers in 7,000 different companies
discovered:**

The relationship with a manager
determines the length of an employee's
stay.

-- The Gallup Organization

A Talent Focused Leader...

- ★ **Develops people so they grow.**
- ★ **Builds relationships that breed loyalty.**
- ★ **Creates a work environment where people thrive.**



Careers

SUPPORT GROWTH

Enrich

ENERGIZE THE JOB

Opportunities

MINE THEM

Goals

EXPAND OPTIONS

Development and Growth

Mentor

BE ONE

Link

CREATE CONNECTIONS

Hire

FIT IS IT

Careers: Support Growth

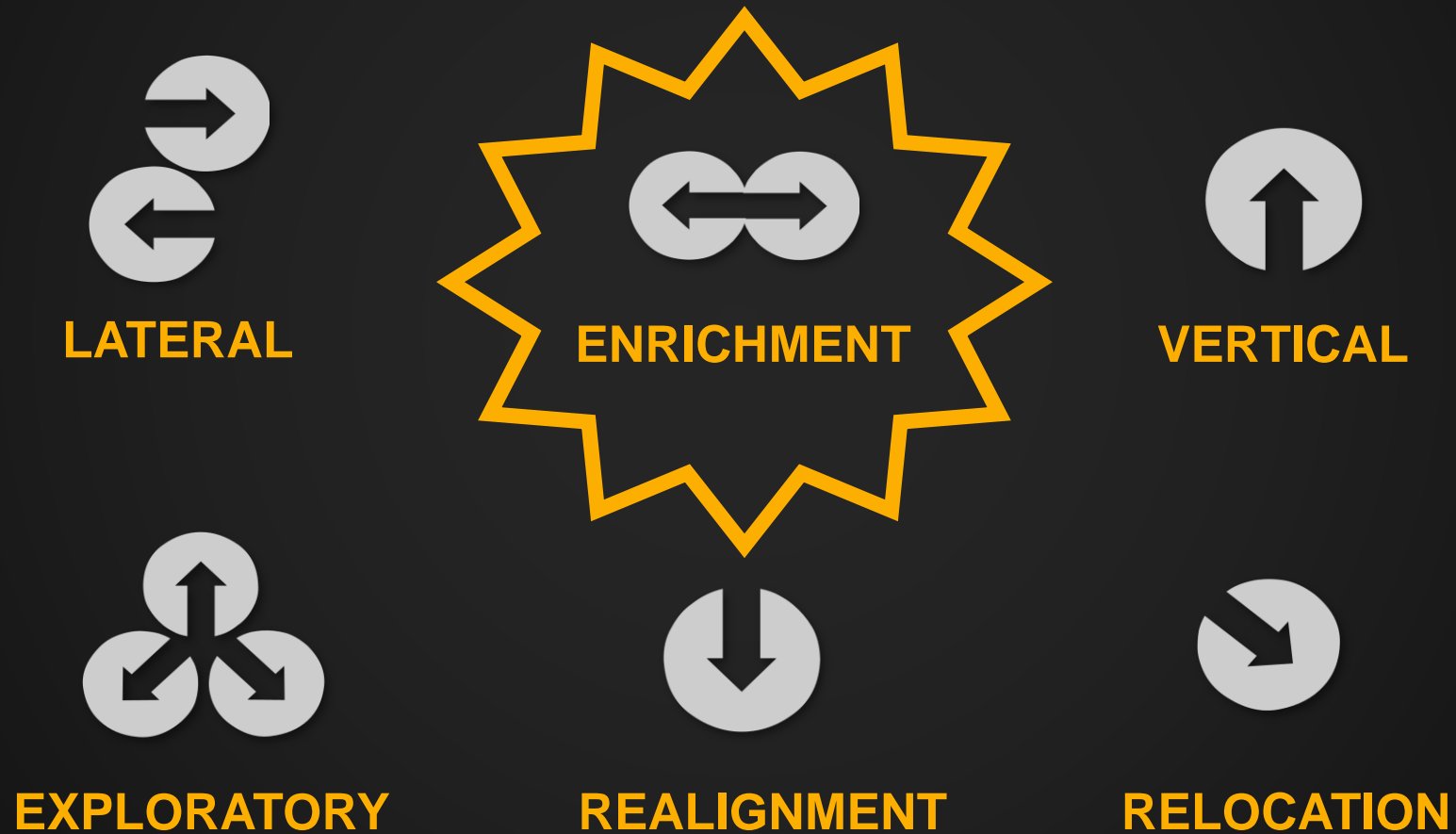


- ★ Know Their Talents
- ★ Offer Your Perspective
- ★ Discuss Trends & Implications
- ★ Suggest Several Options
- ★ Collaborate on a Plan



**OPPORTUNITY
ISNOWHERE**

Goals: Expand Options





DIGNITY
SHOW RESPECT

Jerk
DON'T BE ONE

Yield
POWER DOWN

Question
RECONSIDER THE RULES

Relationships

Understand
LISTEN DEEPER

Truth
TELL IT

Reward
PROVIDE RECOGNITION

Understand: Listen Deeper

Which of these do you sometimes think while your employees talk to you?

- ★ I already know the punch line. I'm five steps ahead.
- ★ I'm too busy for this. I have a stack of work on my desk.
- ★ He's getting emotional. I'm checking out.
- ★ Now what should my response be? How can I defend my position?





Reward: Provide Recognition



Which matters more, praise or pay?

★ Reward Rules

★ The Universal Reward

★ Out of the Box

- Time
- Toys
- Trophies
- Fun
- Freedom
- Favors

Reward: Provide Recognition

Sentence Starters

- “You really made a difference by...”
- “I’m impressed with...”
- “You got my attention with...”
- “You’re doing top quality work on...”
- “You’re right on the mark with...”
- “One thing I enjoy most about you is...”
- “You can be proud of yourself for...”
- “We couldn’t have done it without your...”
- “You’ve made my day because of...”



A Dozen Jerk Behaviors



- ★ Demanding
- ★ Lacking patience
- ★ Micromanaging
- ★ Criticizing
- ★ Withholding praise
- ★ Setting impossible deadlines
- ★ Not listening
- ★ Not caring
- ★ Distrusting
- ★ Blaming
- ★ Breaking promises
- ★ Giving mostly negative feedback

It Translates in All Languages!

JAMAIS SE COMPORTE
COMO UM ESTÚPIDO

DUM
Var inte det

멍청이
그런 관리자가 되지 않도록 하라

Não seja um

CRETINO
No lo sea

ÇEKİLMEZ
Böyle Birisi Olmayın

そう呼ばれないために

間
拔
け

Jasager nein Danke
Regeln hinterfragen

Ne soyez pas mesquin

如果老板是员工的“梦魇”
Don't Be One

MЕРЗКИЙ ТИП
НЕ БУДЬТЕ ТАКИМ!

Carogne mai

DRITTSEKK
Ikke vær det



Kicks

GET SOME

Information

SHARE IT

FAMILY

GET FRIENDLY

Passion

ENCOURAGE IT

Environment

X-ers and others

HANDLE WITH CARE

Space

GIVE IT

Values

DEFINE AND ALIGN

Wellness

SUSTAIN IT

Information: Share It!



Do you have it? Do you hoard it?

- ★ In the absence of information, they will make it up.
- ★ You don't need a crystal ball.
- ★ It's a two way street.

Passion: Encourage It!

*Help them find work they love –
without leaving!*

- ★ Uncover and discover their passion
- ★ Show your passion
- ★ Connect them to a meaningful mission

**When the thrill is gone, so are
they!**



Zenith: Go For It!



What strategies matter most to each individual on your team?

What could you strengthen?

Where will you start?

JUST DO IT!

Your Homework!

2 + **2** + **2**
Employees Questions Weeks

I Dare You!



**You Will Pay....
...If They Don't Stay!**