



Human Resources and Allied Professionals Program



Beyond Pay: Other Reasons to Stay

Presented By:

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Love 'Em or Lose 'Em

- Trust
- Challenge
- Respect
- Understand
- Motivate
- Appreciate

Getting Good People to Stay

- Retained
- Productive
- Committed
- Satisfied
- Excited
- Engaged

Where I'm Headed

- Why it's so important
- Practical, Talent-Focused Strategies
- Action Ideas

Headline



“We are about to face a demographically-driven shortfall in labor that will make the 1990’s seem like a minor irritation.”

-Anthony Carnevale

Former Chairman, Commission for Economic Policy

Headline



“Employees are registering the highest level of job dissatisfaction in years and experts warn that workplace anxiety is nearing epidemic proportions.”

-Jay Jamrog
HR Institute

The Perfect Storm!

- Healthier Economy
- Changing Demographics
- Skill Shortage
- Disengaged Employees



Disengaged...

dissatisfied

disinterested

disgruntled

distrustful

disaffected

disconnected

“Dis” is not good!

What Keeps You?

- Exciting work, challenge
- Career growth, learning & development
- Great people
- Fair pay
- Good boss
- Recognition, valued, respect
- Benefits
- Meaningful work – making a difference
- Pride in organization, mission, product
- Great work environment, culture
- Flexibility: work hours, dress, etc.
- Autonomy, creativity, sense of control
- Job security & stability
- Location
- Diverse, changing work
- Fun
- Being part of a team
- Responsibility
- Loyalty & commitment
- Comfort on the Job

“Best Practice” Organizations

- Make talent management a core business initiative
- Collect and present compelling data
- Hold managers accountable
- Educate managers and employees
- Move quickly

Most Effective Retention Programs at Universities

- Benefits
- Life Balance
- Professional Development
- Training
- Employee Satisfaction
- Rewards and Recognition
- Retirement
- Pay

Reference: Rebekah Dillingham, Doctoral Research

Least Effective Retention Programs at Universities

- Employee Exit Interviews
- Life Insurance
- Entertainment Discounts
- Emergency Response Training
- Safety Training
- Employee Performance Reviews
- ATM on campus

Reference: Rebekah Dillingham, Doctoral Research

What Stops Us?

- Differentiating “knowing”
from “doing”
- Passing the buck
- Running on empty
- Forgetting the basics



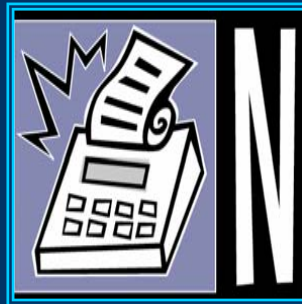
Critical Success Factors



ASK



BUCK



NUMBERS

Insist On “Stay” Interviews

- 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?



Managers Have Influence!

*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



NUMBERS: Run Them What's the Price Tag?

- Interview costs and time
- Work put on hold
- Overload on the team
- Orientation time and training
- Lowered morale and productivity
- Loss of other employees



A Talent-Focused Leader

- Selects and develops people so they grow
- Has a management style that breeds loyalty
- Creates a work environment that people love

Development and Growth



CAREERS:
Support Growth

LINK:
Create Connections



ENRICH:
Energize the Job

MENTOR:
Be One



GOALS:
Expand Options

OPPORTUNITIES:
Mine Them



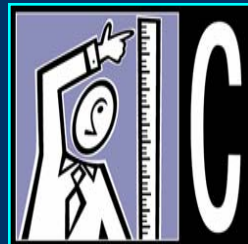
HIRE:
Fit is It

**OPPORTUNITY
ISNOWHERE**

CAREERS: Support Growth

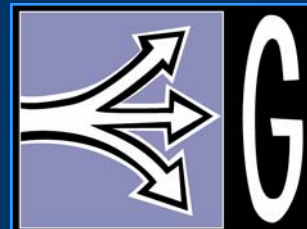
Are you building their future or are you in the way?

- Pay attention to abilities and talents
- Provide plenty of feedback
- Talk realistically about the future
- Discuss multiple options
- Provide learning opportunities



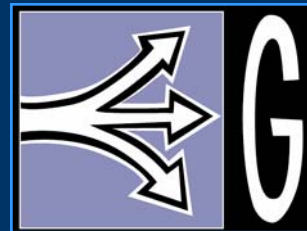
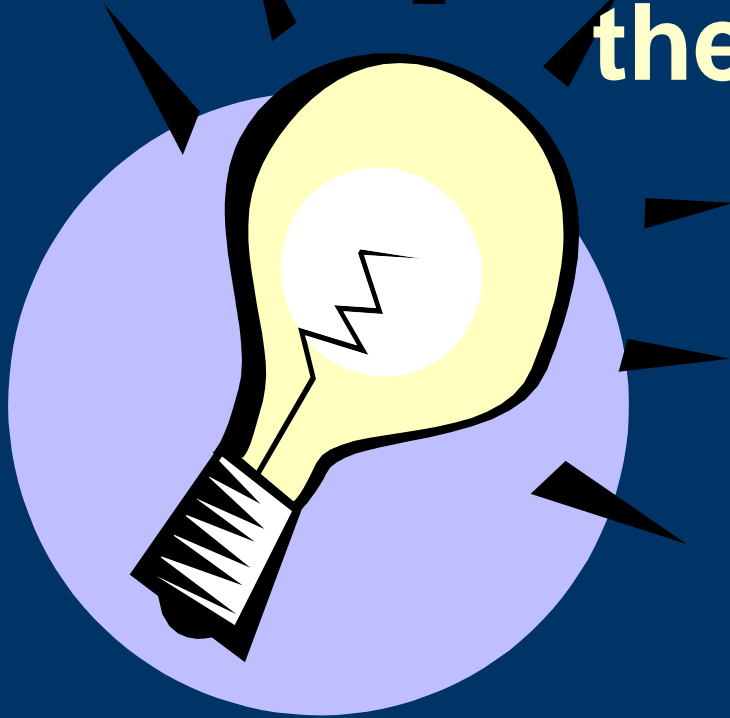
GOALS: Discuss Multiple Options

- Lateral: Moving across
- Enrichment: Growing in place
- Vertical: Moving up
- Exploratory: Researching
- Realignment: Shifting gears
- Relocation: Moving out



Leadership Ponderable

**Which development options
have you experienced within
the UC system?**



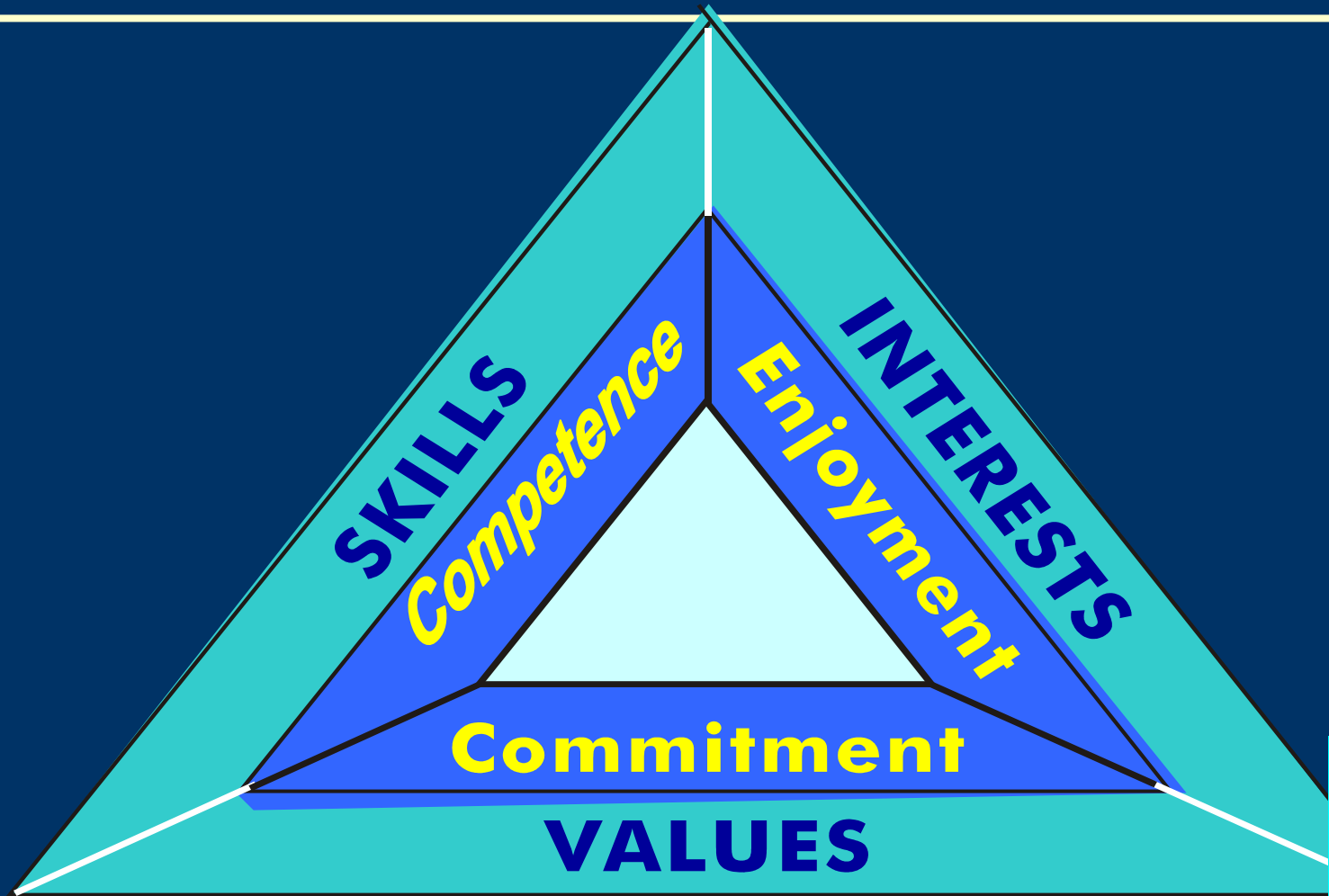
HIRE: Fit is It

Make a match or start from scratch

- In Search of Fit
- Re-recruit ASAP
- Extend the handshake



Fit is It!



Leadership Ponderables

**How do we search for
fit?**



**How do we re-recruit
during the first two
years?**



Style



DIGNITY:
Show Respect



JERK:
Don't Be One



QUESTION:
Reconsider the Rules



REWARD:
Provide
Recognition

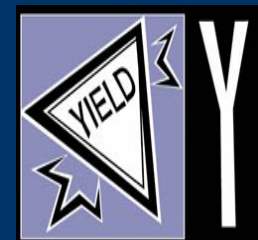
TRUTH:
Tell It



UNDERSTAND:
Listen Deeper



YIELD:
Power Down



REWARD: Provide Recognition

Which matters more: praise or pay?

- Reward Rules
- The Universal Reward
- Out of the Box

–Time

–Fun

–Toys

–Freedom

–Trophies

–Favors



REWARD: Top Ten “Openers”

- “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 of the things I enjoy most about you is ...”
- “You can be proud of yourself for ...”
- “We couldn’t have done it without you ...”
- “What an effective way to ...”
- “You’ve made my day because of ...”



Leadership Ponderables

How can we build a stronger recognition culture?



How can managers be rewarded for being talent-focused?



A Dozen Jerk Behaviors

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



Jerk Survey:

What would make you walk?

Top 5 Jerk Behaviors by Gender

Behavior	Men	Women
Belittles people in front of others	1	1
Lies	2	2
Condescends or demeans	3	3
Humiliates and embarrasses others		4
Yells at people		5
Micromanages	4	
Intimidates	5	

Leadership Ponderable

**What are the consequences for
“jerk-like” behaviors?**



Environment



FAMILY:
Get Friendly



INFORMATION:
Share It



KICKS:
Get Some



PASSION:
Encourage It

SPACE:
Give It



VALUES:
Define and Align



WELLNESS:
Sustain It



**X-ERS & OTHER
GENERATIONS:**
Handle with Care



Values: Define and Align

“Values are the emotional salary of work, and some folks are drawing no wages at all.”

– Howard Figler

- Value the Difference
- Match the Work
- Recognize the Passion
- Find Out What Matters



Leadership Ponderable

**Do managers know how
to discover what really
matters?**



ZENITH: Go For It

Questions to Ponder

- How will you motivate and engage your own team differently?
- How will you see that this message cascades down at UC?
- How will you start?



“Somebody has to do something, and it’s incredibly pathetic that it has to be us.”



Jerry Garcia,
Lead singer of the
Grateful Dead