

# Recruit and Retain: Finding and Keeping Good Employees

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**You need to keep your talented people.  
They are critical to your success.  
They are at the core of your organization.  
And your competitors want them!**

# The Interview

- **How Much Can You Lean?**
- **What Do YOU ask?**
  - **Go with your Gut**
  - **Let them talk**
  - **Ask hard, thoughtful questions**
- **Remember you can teach them the technical stuff – but you can't change who they are!**

# Who do you work to retain?

- **It's not just your top performers**
- **It's your “soldiers” - the ones who can be counted on to do their job and do it well. They are steady and dependable and you can't afford to lose them.**

# Replacement Cost

- **Most retention experts agree that replacing key talent will cost you two times their annual salaries.**
- **Replacing “key” workers (those with specialized skills) will run four to five times their annual salary.**
- **If you can afford to replace them, will you be able to find talented replacements?**

# What drives your employees?

- Research shows clearly that people want more from work than just a paycheck.

## – Top Five Reasons

1. Exciting work and challenge
2. Career growth, learning, and development
3. Working with great people
4. Fair pay
5. Supportive management/good boss

## **Story #1 – Communication is Vital**

**We worked so hard on that last project. I rescheduled my vacation. The whole team put in extra hours. We produced quality work on time, achieving all objectives. Then the company decided not to implement the plan.**

**I could even understand that decision, knowing how fast change happens here and in any business. But no one took the time to let us know. We continued with implementation for three weeks before we heard the rumors that the project was canceled. We would have understood if you'd come to our area and told us. Instead we were angry and disappointed. I need to work in a place where I can make a contribution and people treat each other with respect. Sadly, my work didn't seem to make a difference here.**

# The Stay Interview

- **What is it?**
- **What Value can it add?**
- **Why do it?**
- **When should you do it?**

# Risk of the Stay Interview

- **Never promise what you can't deliver**
  - **If it won't happen say so!**
  - **Tell them how much you value them**
  - **Say you'll look into it**
  - **When it's impossible - Ask "What Else?"**

## **Story #2 – Don't find out too late!**

**A senior manager talks about an employee who was leaving his company. On her last day, the senior manager, who was upset at the loss, expressed his disappointment that she was leaving. He wished her well but said, “I wish there were something we could have done to keep you,” assuming that her direct supervisor had asked what would make her stay.**

**But the supervisor hadn't asked, and something could have been done. The employee said she would have stayed if she could have been more involved in some of the new task forces, as she felt the participation was vital to her goal of growing her career. It was a request that would have been easy to fill—if only he had known!**

# Common Retention Practices

- **Recognition Awards**
- **Cash Awards**
- **Retention Bonuses**
- **Mentoring Programs**

## **Story #3 – It Does Work!**

**Charlie said, “Ken, you are critical to me and to this organization. I’m not sure I’ve told you that directly or often enough. But you are. I can’t imagine losing you. So, I’d like to know what will keep you here. And what might entice you away?”**

**Ken was a bit taken aback—but felt flattered. He thought for a moment and then said, “You know, I aspire to move up in the organization at some point, and I’d love to have some exposure to the senior team. I’d like to see how they operate—and frankly I’d like them to get to know me too.”**

**Charlie responded, “I could take you with me to some senior staff meetings. Would that be a start?” Ken said, “That would be great.”**

**Charlie delivered on Ken’s request one week later.**

# As the Manager – It's up to you

- **It's a RELATIONSHIP**
- **The factors that drive employee satisfaction are largely within their manager's control.**
- **One study found that 50 percent of work satisfaction is determined by the relationship a worker has with his or her immediate boss.**

# As the Manager – It's up to you

- Interviews conducted by the Saratoga Institute with 20,000 workers who had just left an employer revealed that the supervisor's behavior was the main reason people quit.
- A 25-year-long Gallup Organization study based on interviews with 12 million workers at 7,000 companies also found that the relationship with a manager largely determines the length of an employee's stay.

# What Kind of Boss Are You?

- **Would your employees say that you are smart, dedicated, motivating, hard-charging?**
- **How about results oriented, demanding, or fun to work with?**
- **Your employees will accept you as you are if they think you are doing your best.**

# What Kind of Boss Are You?

- **The one behavior that talented people seldom tolerate for long is DISRESPECT.**
- **If you wish to keep them, it is absolutely critical that you recognize each person's unique qualities and then demonstrate your respect in consistent, undeniable ways.**

# Behavior Hints...

- **Listen to your employees, respond to them, and—bottom line—treat them with respect and dignity.**
- **Find your sense of humor!**

# More Behavior Hints...

- **Mentoring has become a way not only to transfer crucial skills and knowledge but to inspire loyalty in new employees, emerging leaders, and older workers who might otherwise leave sooner.**

# More Behavior Hints...

- **Always get back to your employees – leaving them in the dark will cause turmoil and dissatisfaction.**
- **Always tell the Truth – no matter how hard it is.**
- **Be viewed as “Fair” – that’s what counts!**

# To Retain You Must...

- **Listen and Respond**
- **You need to talk about with your employee about their abilities, choices, and ideas.**
- **Employees don't expect you to have all the answers, but they expect and really want to have the dialogue.**

# Success

- **Stable Staff**
- **Productive Staff**
- **Profitable Company**

**Other Practices?**  
**What do you do to insure your  
good people stay?**