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"There are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, customer satisfaction, and cash flow... It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it."

- Jack Welch, former CEO of GE

"I consider my ability to arouse enthusiasm among men the greatest asset I possess. The way to develop the best that is in a man is by appreciation and encouragement."

Charles Schwab

"Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability."

- Anne M. Mulcahy, former CEO of Xerox



Retention Engagement Recruitment

Understanding the Behaviors of Success

4 Key Behavioral Constructs That Drive Employee Retention

Assertiveness

Communication style

Pace and adaptability

Need for structure



Level of Assertiveness





Column 1: "Me" Oriented

- Ambitious / driven / risk-taker
- Competitor / keeps "score"
- Comfortable with conflict
- Assertive leader

Column 2: "We" Oriented

- Cautious / risk-averse
- Supportive / helpful / accommodating
- Works on team's goals
- Team player / can be a mentor

Level of Assertiveness | Retention Strategies





- Let them set their own goals
- Reward financially
- Provide attainable performance incentives



- Set goals as a team
- Reduce professional risk (compensation)
- Help avoid conflict (hiring and firing duties)



Communication Style



Columns 3 = 4: Personable



Column 3: Loves the Spotlight

- People-person / socially-oriented
- Networker
- Enthusiastic and empathetic
- Needs to be liked / praise / recognition
- Better talker than listener.

Column 4: Shies away from the Spotlight

- Thinker / analytical / objective
- Practical / realistic
- Good listener and observer
- Task-focused
- Direct, possibly blunt

Communication Style | Retention Strategies



Column 3

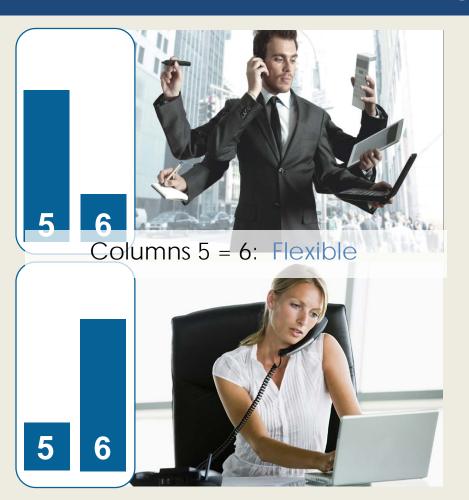
- Praise publicly
- Allow for open dialogue
- Likes to be heard, so listen intently when appropriate



- Praise in private
- Provide a place to work quietly
- Support company decisions with facts



Pace



Column 5: Likes Variety

- Quick-paced
- Multi-tasking
- Bored easily
- Handles interruptions and changes easily

Column 6: Structured

- Methodical / routine-oriented
- Task focused
- Organized / orderly
- Thorough / cannot let things go unfinished

Pace | Retention Strategies



Column 5

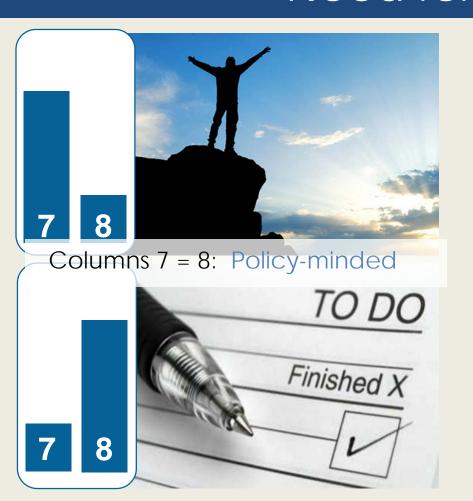
- Allow to work on their own schedule
- Provide variety (projects, locations, etc.)
- Provide many, short term goals/projects



- Provide a method
- Do not interrupt unless absolutely necessary
- Provide long term projects



Need for Structure



Column 7: Likes Independence

- Self-critiques / self-manages well
- Views the big picture
- Delegates
- Decisive
- Resilient to rejection and criticism

Column 8: Likes Structure

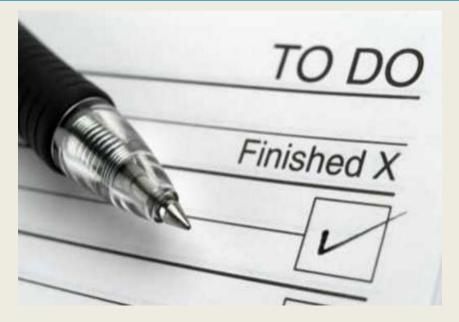
- Needs guidelines
- Follows rules and policy
- Detail-oriented, accurate
- Sensitive to criticism and rejection
- Wants to be right, perfectionist

Need for Structure | Retention Strategies



Column 1

- Allow to delegate/manage
- Support open-thinking and new ideas
- Do not over burden with details



- Provide the details, be very clear
- Maintain a structured work place
- Help overcome failure





Conditionally Engaged

Actively Engaged

33%

50%

Actively Disengaged

17%







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