

## Retaining Top Talent™

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What can a manager do to minimize the chances of losing a valued employee? What are the early warning signals that employees exhibit *before* they decide to leave? What are the factors that influence an employee's decision to stay or go? Which of these factors are within your managers' control, and what can they do about them?

In the short term, the unexpected loss of valued employees reduces the likelihood of goal achievement and negatively influences productivity and work group morale. Long term, attrition significantly diminishes an organization's ability to maintain its competitive edge, intellectual capital, sales, profitability, and market share.

It is essential for all managers to be held accountable for doing *what is in their control* to increase retention. **Retaining Top Talent™** enables managers to positively and immediately impact the retention of their talent pool. This program provides managers with:

- A **Retention Assessment Profile**—behavioral feedback from their direct reports on 72 behaviors in six dimensions that directly correlate with retention
- A **Retention Action Plan & Strategy** that defines hands-on strategies managers will use to reduce unwanted attrition in their departments
- A **Retention Risk Analysis** that enables managers to identify who of their top performers may be at risk of leaving
- **Increased motivation to make retention an ongoing priority**, linked to a full appreciation of the business impact that unexpected and unwanted attrition can have on a department, internal/external customers, and the company overall
- Formulas for calculating the **Costs of Attrition** in their departments
- Techniques for identifying **Early Warning Signals** that can alert a manager to the fact that a talented performer is considering leaving, and what to do about it

- A **“Retention Tool Box,”** which contains the retention best practices of those managers from a variety of industries who are the best at retaining their people

The initial RTT program is one day in length and can be delivered to groups of up to 25 managers. It can be done as an open session, or offered for intact work groups.

### Results

Improved retention ratios, continuity of productivity, and increased employee morale and commitment—these results go straight to your bottom line and translate into increased profitability.

We have conducted repeated studies, using pre-post training models and control and experimental groups, which clearly indicate that the RTT process works. For example, in one company, pre-training annual attrition in a critical division was 25%, with a key job classification group at 18.5%. After the RTT process, and for an entire two years running, the attrition for the division dropped to 18%, and for the key group, to 11.7%.

In a financial call center environment, pre-training attrition was 27.2%, and after RTT dropped to 18.4%. More dramatically, another call center environment had a staggering annual attrition of 87%, and after RTT dropped to 49% in a 12-month period.

The results are consistently positive and cut across all industries.

We have RTT clients in healthcare, technology, financial services, advertising, distribution/manufacturing, and publishing. Our retention clients include such firms as Sun, HP, Novell, Intuit, Oracle, Informix, United HealthCare, Oxford Healthcare, McKesson, Citibank, Provident Financial Services, Regions Banks, Schein Pharmaceuticals, Genentech, BC Hydro, Cellular One and Nortel Networks.

We also conduct Attrition Assessments for organizations that pinpoint the root causes of your voluntary turnover so you can determine what organizational actions you should take to reduce unwanted attrition.

To sustain the focus on long-term retention, Advanced Retention Training (ART) can also follow the RTT workshop in 9 to 12 months. In ART, managers receive updated feedback from direct reports on their progress to improve as retention agents, and deal with the challenges of balancing retention with the need for increased productivity, reducing costs, increasing profitability, and increasing customer satisfaction.

You can't achieve your goals if you can't keep your people. RTT will give your managers the tools they need to retain your top talent and build commitment among your key people.

### ONPOINTCONSULTING

Closing the Gap Between Strategy and Execution

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