



Hiring isn't enough

How to retain top talent



clubnet

SUMMARY

1. Introduction

2. Acquisition and retention are equally important

3. The secret for engaged employees

3.1 Equitable pay and emotional salary

3.2 Meaningful work

3.3 Career progression

3.4 Incentive Growth

3.5 Rewarding

4. Identifying top performers

5. Conclusion

INTRODUCTION

You may be an expert in what you do, but you can't grow a business on your own. Eventually, you need to fire yourself from all those odd jobs you are trying to do and focus on the things only you can achieve – driving the purpose and direction of your business.

That means that you need to delegate other jobs and be very careful about whom you hire, what you offer your employees to entice them to stay, and how you develop their skills and capabilities to grow alongside you and your organization.

Long-standing, undifferentiated approaches to employee retention are no longer valid. While the costs associated with increased employee turnover are well established and fairly well understood, methods of counteracting it with theoretical and statistical developments that should spur direct and efficient organizational retention policies.

In a world where the increasing emphasis has been placed on adaptable business structures, retention policies have remained stagnant doctrines designed to be so generally applicable that their impact becomes negligible. In the pages that follow, we attempt to synthesize current theories and results to provide a prescriptive definition of an employee retention policy uniquely applicable to top-performing employees.





ACQUISITION AND RETENTION ARE EQUALLY IMPORTANT

We will talk about a number of best practices for how to attract and retain top talent, and it is important for you to know that there are significant costs associated with hiring the wrong talent.

These are the people that are not a good fit and can lead to some of your top performers departing your organization. There are direct and indirect costs involved in this process: direct costs are measurable and easily attributable to your bottom line. Indirect costs are hard to quantify but have an even larger impact on your business than direct costs.

Acquisition of new talents is important for a business to grow, but retaining top talents is important to succeed in the long term.

First and foremost, recognize that there isn't a one-size-fits-all solution to managing your team. Each person is different and has vastly different needs, expectations, and ways they prefer to work.

One of the most obvious differences is the time of day when individuals perform at their best. Some are early risers, and some are night owls. When you ask these people to work at times when they are not at their best, they feel less satisfied, and the results suffer. So, allow for flexible work schedules if you can.



That's not to say that it's a free for all – define core business hours of when you expect people to be in the office. An overlap of 5-6 hours gives plenty of time for collaboration and meetings. But by allowing people to work the best hours for them, you are making sure that they are focused on their work when they feel at their most productive.

We are working in an age where mental illness and burnout are

prevalent, largely driven by unrealistic demands on our attention and time. Many find it easier to achieve work-life balance when they can work from home 1-2 times a week (and some fully distributed teams love the fully work-from-home approach).

Overwhelmingly, employees report they can better focus without distractions around them. Let's be honest; recent research shows that the open-concept office is a primary contributor to stress and reduction in productivity.

So, allowing your team members to avoid the morning and afternoon rush hours will be greatly appreciated. Not to mention that you would save operational budget by reducing your need for office space. It's also worth mentioning that the recent pandemic has forced most organizations to embrace work-from-home practices. This forced experiment has demonstrated to most employers that their teams are more productive and effective when working from home.

We have focused a lot on high performers, but we have (largely) ignored another important group: rising talent. Hiring individuals who may lack the full set of required skills but have high potential. When hiring and retaining employees, consider hiring predominantly for cultural fit. You can then mold and grow these individuals within your organization. They will feel more committed to you and your business that way too!

By focusing on what keeps employees motivated and happy within their current organizations and acting upon those factors, you can greatly reduce employee turnover, especially among your top performers and rising talent.



Are you leveraging your talent?

Your employees are not your task monkeys! They are individuals with aspirations and goals who, given the opportunity, can help you grow your business tremendously with innovative ideas. I'll reiterate - ten heads are better than one, and that statement has never been truer than today, in this complex world that we live and work in!

One of my favourite writers, Daniel Pink, talks about how to get the most out of your employees in several of his books. What I want to bring up now is the concept of autonomy. When employees feel they have autonomy over how they perform their work, they are much happier and fulfilled. But what I want to focus on here is that when you manage by objectives and not tasks, you get access to the creative potential of every one of your employees. Everyone has special skills that are not part of their core work function.

Build this approach into your culture. An open and honest work environment promotes positive discussion and, research shows, enhanced business outcomes. You may have heard of the 20% Google rule, where employees can decide to spend a portion of their time on new projects that are of interest to them.



THE SECRET FOR ENGAGED EMPLOYEES

High performers' employee engagement depends on three main factors:



1
Equitable pay



2
Meaningful work



3
Concrete plans for career progression.



4
Incentive growth



5
And reward

It is important to note that you can't rely on any one factor independently – **all three** need to be in play for your employees to be engaged.

Equitable pay



Fair and equitable compensation is a basic requirement of high performers.

As a small business owner, it is very difficult to find the funds to offer very competitive compensation packages. The good news is that if top performers feel that they are compensated within average industry levels, they are likely to decline highly competitive compensation packages in favor of meaningful work.

Do some research on websites such as Glassdoor to find out what is considered equitable compensation for specific job functions. At the same time, remember that emotional salary also counts when your top talent receives another offer.



**WE SPEND A THIRD OF OUR LIVES WORKING,
ABOUT 90,000 HOURS OR SO.**

**IT'S TIME TO REDESIGN WORK BY MEANS
OF AN EMOTIONAL SALARY**

Marisa Elizundia





Meaningful work

Meaningful work makes significant and identifiable contributions toward your business objectives.

High performers like to know the company's direction, believe in its mission and understand how they contribute to achieving business goals. Make sure to involve them in decision-making for additional buy-in and commitment.

The quest for meaningful work also drives high-performing employees to look for progression in their professional careers. That may seem difficult in **small businesses**, but career progression doesn't always mean more money or having promotion opportunities.

When top talents have a meaningful job they also have commitment. There are three kinds of commitment we can see in an employee:

AFFECTIVE COMMITMENT

when a team member feels attached to the company

NORMATIVE COMMITMENT

when a team member feels obligated to don't leave the role

CONTINUANCE COMMITMENT

when a team member understands the cost of leaving the role

Allen N. J. proved that affective commitment is strongly correlated with top performance, and this is why meaningful work is a great way to not only retain top talent but also to have them satisfied with the company.

Meaningful work has 10 elements:



1. Autonomy: having the power to manage your own tasks
2. Direction: career aspirations and long-term plans
3. Inspiration: inspiring moments to feel grateful for
4. Creativity: having the power to leave a mark and spread your own message
5. Belonging: feeling that the company appreciates you and vice versa
6. Mastery: continue to evolve your skills and knowledge
7. Enjoyment: having the opportunity to feel comfortable and happy while working
8. Personal growth: growing not only as a professional but as a person
9. Feeling of purpose: understanding that what you do is even bigger than the company or yourself
10. Professional growth: realizing your professional goals.

Career Progression



It is essential to build a culture that drives employee commitment and encourages building lasting relationships within the organization.

Career progression encompasses offering significant learning opportunities that enhance the employee's skill and knowledge set, allowing for stretch objectives that allow the employee to take on a challenging project, or even having them get involved in another part of the business so that they can learn new skills.

Yet, career progression isn't related only to boring tasks. The team member needs also to feel a progression in their relationship with the company and with their coworkers. Having happy hours and other fun activities is a great way to guarantee this progression.

The next time you have a success to celebrate, buy the first round!

Incentive growth



When employees lack growth and progression, they begin feeling frustrated and bored.

There are some things you can do to engage your employees: offering up learning opportunities, stretch objectives, and access to new skill development opportunities.

You are likely further in your career than the majority of your team members, allowing you to help them grow their network and give them access to your contacts that may help them understand how they can grow along their chosen career track.

— Consider Coaching —



Coaching your employees is one of the best ways to grow them.

Coaching helps your team build capabilities, and the sense of commitment increases as employees feel they are coming up with solutions for the organization.

A big part of growth is providing feedback to your employees. It clarifies your expectations and the behaviors you expect your team to engage in. Make sure you are consistent in the feedback you give. Start with the good, then provide the less-than-positive feedback and open it up to questions.

You need to be clear and impartial: there are few things as demotivating as a boss who plays favorites. That being said — giving feedback is difficult, especially for new managers. I've created a quick feedback guide for you.





Rewards

Top performers are the ones that overdeliver and are better than the expectations. That being said, a monthly payment may not be enough to let them happy at the workplace. It is time to think about rewards, and it doesn't necessarily have to be monetary.

Team events and after-work hangouts certainly help. Don't make it a scheduled event. Frequent, small rewards at unpredictable intervals tend to be most appreciated by employees.

Another great idea is offering rewards after reaching goals: a spa day when the monthly goal is reached, a movie night every two weeks.



IDENTIFYING TOP PERFORMERS



Keep in mind that employee turnover isn't always negative. Some team may not perform as expected, and their departure may be a good thing. Yet, a manager should know how to identify a top performer.

By identifying a top performer, a leader understands where the focus should go and then put into practice the hiring and retention practices mentioned above. That being said, here are some characteristics of top performers.

Demonstrate functional competency

High performers have job-specific skills, knowledge, and abilities that make them exceptional at their jobs. This comes from both experience over time paired with innate abilities/personalities.

Display leadership

High performers have the ability to lead people and projects. Typically, high performing individuals will jump on opportunities to have more responsibility in leading key projects for their organization.

Influence others

High performers have a reputation amongst their peers and colleagues for achieving high quality results over and over again. It is important to note that high performers do not just report these results; they play an integral part in helping their team to achieve these results as well.

Influence others

High performing individuals have the ability to inspire and lead other individuals to achieve success. They have excellent communication skills and are able to communicate not only internally with their team members but also with individuals and groups of people external to the organization. Higher performers typically have well-refined presentation skills, can 'coach' and motivate, and can make persuasive arguments.

Seek continuous learning

High performing individuals take responsibility for their own learning and growth. They stay on top of market trends, reports and industry ideas. High performing individuals enrol in courses to further develop their knowledge and will seek out opportunities that will help them expand their skill set.

CONCLUSION



All managers should know how to identify, hire, and retain a top performer.

If you need help in developing job definitions, roles and responsibilities, reach out to us at Clubnet.ca.



www.clubnet.ca



info@clubnet.ca



416 992 0909



[/company/clubnet-solutions-inc](https://www.linkedin.com/company/clubnet-solutions-inc)



click and go