RETENTION FACTORS WHEEL – REFLECTION TOOL

If we are going to – or ask leaders we work with to – proactively manage retention risks, there are many things they might do. The purpose of this tool is to help each individual prioritise how they might spend their time an effort.

HOW TO USE THIS TOOL

1. Indicate by drawing in the curved edge of each segment what proportion of 'optimal time and attention' you are giving this segment. Optimal time and attention is subjective – but should take into account how much 'bang for your buck' you would be likely to get by making more effort in this factor and how much risk the current state of this factor represents. (A curve at the outside of the 'wheel' in a segment indicates you are giving this factor optimal time and attention – which you might assess to be no attention at all.)

2. Use this to identify 2- 3 priority actions that will make your wheel roll more smoothly.

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Organisational factors

PAY (LEADER'S MINDSET) – Addressing the 'pay' factor may mean seeking budget to offer more pay. But it is also often very important to manage one's mindset on this issue. There is a real risk of managers believing that the only way they can retain someone is with more pay – leading to mindset and approach that telegraphs "*I know the only rational option for you is to leave us for more pay elsewhere*" and this is often not the case.

WORKFORCE MANAGEMENT – This factor often involves influencing up proactively and early to seek budget to staff the team at a level that anticipates attrition, avoiding a risk of being short staffed causing further attrition as remaining team members get overworked.

WORKLOAD MANAGEMENT – Again, this factor can require influencing up to ensure the work programme responds to a loss of capacity or capability to avoid a vicious cycle of overwork leading to further staff loss. "*What are we going to not do given that . . .* "

Recruitment Factors

PROACTIVE SUCCESSION MANAGEMENT – This can involve both recruiting actively and early and also 'cross pollinating' skills across and beyond the team to provide succession capability.

INTEGRATING NEW STAFF – There is a significant turnover risk in a new hire's first year. To avoid this costly frustration, it is important to actively integrate new staff into the work, particularly into collaborative work and work relationships. This is particularly important with remote or hybrid working.

MEETING PEOPLE WHERE THEY ARE – Where you have had to fill a role with someone without the experience or skills you were looking for, it is critical to accept this and make the necessary adaptations. If you don't you are likely to experience underlying frustrations that are not that person's fault but that they will likely wear.

Team Factors

CLARITY & PURPOSE – Is the team clear and aligned about what they are each and collectively there to do and the value their work brings?

TEAM CULTURE – What does your team feel like to be a part of?

ADDRESSING TEAM PROBLEMS – Problems, such as poor performance or behaviour in the team, going unaddressed can create a significant risk of losing other team members.

Individual Factors

See also our thoughts and suggestions on 'Stay Conversations' to address individual factors.

LEADER RELATIONSHIP – This is often the most significant factor in employee experience. Are there team members with whom more effort to develop your relationship would pay dividends?

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PERSONAL NEEDS, PREFERENCES & FEELINGS – Do you know what each of your team members value at work, what they might want more of, less of or to be different?

PROFESSIONAL & MOTIVATIONAL NEEDS – Understanding what your employees are motivated by, whether those needs are being met and their specific appetite for opportunities, experiences and advancement opens up a valuable avenue to support them to thrive professionally.

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