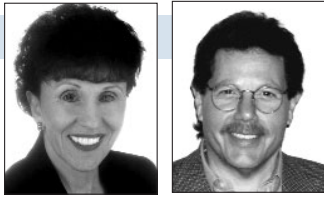


Quick Quits

Stem the turnover tide.



by Beverly Kaye and Steven Sreb

NEW HIRES OFTEN COME FULLY charged, excited about their new adventure, and filled with energy and potential. By tapping into that energy, knowledge and wisdom right from the start, you can maximize the new hire's potential, extend the handshake, and fuel that energy well past the beginning of the employment cycle.

While recruitment continues to be one of the most costly human resource processes, its longer-term effectiveness is being eroded by high attrition. Hiring doesn't stop with the job offer. Today re-recruiting your best people is as critical as hiring them in the first place.

Often new hires leave too early for an organization to enjoy a return on its recruiting investment. And if they stay, are they productive, engaged, loyal, and committed? Have they simply "checked in" or are they "tuned in" and "turned on" as well?

The relationship between manager and new hire is critical to retention and performance. To increase retention and build loyalty during that critical first year, start by building the relationship between new hires and their managers.

Unleashing the Energy

Improving first-year retention, decreasing time-to-productivity, and building loyalty and commitment are *directly related* to how quickly managers develop quality relationships with new hires.

Managers can unleash the energy of their new hires by engaging them in a series of structured, powerful conversations over the first few weeks. By focusing these conversations on six sources of power, managers can connect early and cultivate more productive, motivated, and committed workers.

Power from Relationship. There is no greater predictor of retention and

engagement than the quality of the relationship between new hires and their managers and colleagues. The closer these bonds, the more new hires trust management, the more they feel cared for and valued, and the greater their focus, productivity, and satisfaction.

Power from Passion. People are more passionate about their work when they use their talents and skills to work on tasks and projects that interest them in environments that are consistent with the ways they prefer to work. Managers need to recognize their new hires' skills, honor their interests, and leverage their strengths.

Power from Challenge. People get excited about their jobs (and stay



excited) when they learn and grow in ways that have meaning for them. Managers need to become better talent scouts, and recognize potential when they see it. They need to provide for continued development and challenge.

Power from Focus. People are more committed when they know what the organization is trying to achieve, and how they can contribute to those outcomes. Managers must help new hires learn to navigate; understand the purpose, mission, and objectives; and appreciate how their efforts serve those goals.

Power from Balance. People's lives extend well beyond the workplace. They have families, friends, lovers, and children to care for. They have finances to manage and households to maintain.

They want to stay vibrant and healthy. They want to play and have time for themselves. Managers must make room for new hires and their whole lives.

Power from Intention. Managers and their new hires must follow through to earn the commitment and loyalty they both want: What new skills will they develop the first year, and how? What new areas will they explore, and how? What relationships are important to establish? How will the manager or new hire flex to make the relationship work best? What results will new hires be responsible for? How will they be rewarded? What support will the manager provide? It takes more than talk—new hires need to see tangible progress.

And, Exactly, What's In It for Me?

What does the organization get in return? Here are a few bottom-line results:

- **Improved first-year retention rates.** Engaging new employees early in shaping their jobs, designing their development, and building relationships can decrease first-year attrition.
- **Decreased time-to-productivity.** Encouraging managers to be clear about what exactly is expected, and discuss how well new employees are learning their responsibilities can decrease the time required for new hires to get "up to speed." They will contribute more, and do so more rapidly.
- **Reduced recruiting costs.** Convincing new hires that they made the right choice can result in an increase in recruits referred by recent hires. Some organizations attract 70 percent of their new hires from recent hire referrals, reducing recruiting costs significantly.
- **Increased productivity.** Making it possible for people to do what they do best, allowing them to pursue their interests, and building meaningful relationships can lead to higher productivity, increased customer satisfaction, and enhanced profitability.
- **Brand development.** The more you become known as a great place to work, as an organization that cares about its employees, the more easily you attract the best and the brightest. **EE**

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ACTION: *Stop the turnover tide.*