

# IMPACT

Your Performance Resource from BEI Consulting

Welcome to IMPACT, a monthly publication of information, strategies, and ideas to help you improve performance in your company. Here's a quick overview of what you'll find in each issue:

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| <b>Performance Perspectives</b> | Articles written from our perspective that address trends, news, and best practices.  |
| <b>From Strategy to Action</b>  | Challenges, solutions, critical success factors, and lessons learned from client projects.                                    |
| <b>Marketplace</b>              | An introduction to various BEI products and services targeted at specific performance improvement initiatives and challenges. |
| <b>Worthy Web Sites</b>         | Our picks of interesting and informative web sites.   |

We hope that you find this publication informative and beneficial. Please feel free to forward this newsletter to your colleagues and friends as long as its contents are not changed. To subscribe or unsubscribe, see bottom of newsletter. Email feedback and comments to [info@beinc-online.com](mailto:info@beinc-online.com).

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## Performance Perspectives

### Get to Know Your Culture; It's your Best Strategy for Employee Retention!

Today's corporations are realizing the unequivocal value of their employees. This realization makes employee retention one of the prime challenges facing companies today. The process of hiring and training the best person for the job entails a substantial commitment in both time and money. Once you have invested such resources, the goal is to keep the employee on board. While most companies seek to discover the latest and greatest retention practice, the best practice already exists within companies—developing a culture that fosters employee satisfaction, and ultimately, improves employee retention.

An effective, healthy culture can be your company's best long-term retention strategy. In order to determine the type of culture that would help your company retain employees, you need to know what today's employees really want from an employer. While most managers believe that employees only want fair pay, good benefits, and job security, recent research reveals differently. Today employees also want:

- To feel valued for their contributions
- Growth and development opportunities
- Challenging and meaningful work
- Managers who provide coaching and mentoring
- To contribute ideas on work processes
- A balance between work and personal life

#### Proactive Retention Tips

- ✓ Always treat your employees with trust and respect.
- ✓ Provide for the present needs of your employees and anticipate their future needs.
- ✓ Establish an environment that keeps your employees informed about company information.
- ✓ Be willing to address factors that affect turnover.



Once you understand what workers seek in an employer, the next step is to determine whether or not your culture supports these expectations. A culture assessment, such as the Denison Organization Culture Survey, will allow you to make this determination. The Denison survey provides a confidential way to determine if your culture supports such performance measures as profitability, quality, innovation, market share, sales growth, and for our purposes, employee satisfaction.

Examining employee satisfaction through the lenses of your culture will help answer such questions as:

- Do employees believe that they have a positive impact on your organization?
- Do employees feel that your company invests in the development of their skills and knowledge?
- Can each employee see the relationship between their job and your company's goals?
- Do employees feel like they are part of a team?
- Do employees feel that your company is interested in adopting new and improved ways of working?

### **Exiting Employees can Help You Improve Retention**

A good way to discover why employees are leaving your company is through an exit interview. A well-designed exit interview generates information about specific company problems and provides new opportunities to increase employee satisfaction.

Using an outside resource rather than an internal person for this function is often more informative because exiting employees may:

- See the interview as too personal.
- Find it uncomfortable to answer candidly.
- See the interviewer as someone who does not really care about them.
- Fear retribution toward remaining fellow workers.

BEI Consulting offers exit-interviewing services. For more information call 248.625.8100 or email [info@beinc-online.com](mailto:info@beinc-online.com).

You need to understand how your culture impacts employee satisfaction in order to determine opportunities for change and improvement. Redirecting your culture to support the type of work environment that attracts and retains talented employees may involve changes in reward systems, management philosophy or style, and/or business processes. However, these changes can pay off by satisfying current employees, attracting new talent, and ensuring that the right people are hired initially. Cultural fit is an important consideration when hiring for the long term. Knowing your culture increases your ability to hire someone who will fit and thrive within your culture.

If you're looking for a way to increase employee retention for your company, then get to know your culture so that you can develop a work environment that meets the needs and expectations of today's employee.

For more information about the Denison Organizational Culture Survey see the [Marketplace](#) below.

## **From Strategy to Action**

By sharing client projects and BEI solutions, our goal is to offer you insight and information to increase your success at moving from strategy to action on your performance improvement projects. The elements of this section include a brief description of a client challenge, critical success factors or the conditions that already existed in the company that helped ensure the success of the project, the solutions delivered to address the challenge, and the lessons learned.

### **Challenge**

Design and launch a corporate sponsored volunteer program for an automotive original equipment manufacturer. This program needed to:

- Support the company's goals to develop employee leadership and teamwork. In this case, the program needed to accommodate teams that consisted of 5 to 15 employees on a single project.
- Be easily facilitated within the company.
- Provide value-added resources to local non-profit agencies.



### **Critical Success Factors**

- Strong leadership
- Extraordinary customer commitment
- Values the community in which it exists
- Linkage to strategic objectives

### **Solutions**

A needs assessment conducted by performance technologists identified the need for:

- A standard process that included:
  - A single point of contact for the employee team as well as agency coordinators
  - Specific job aids to address program processes (i.e., safety issues)
- A database containing information about local agencies and project availability
- A working relationship with the agencies to keep abreast of their needs and to identify projects that met the goals of the program.
- Program Coordinators to manage the program in order to:
  - Develop program guidelines and ensure that they were followed
  - Grow and maintain relationships with the agencies and help identify projects
  - Schedule employee volunteer teams with appropriate agencies
  - Maintain the database

### **Lessons Learned**

- A single point of contact for the non-profit agencies is critical to the success of the volunteer program. It helps to build working relationships, identify unique team projects, and minimize the resource load and workload of the agencies.
- The program must be clearly communicated to employees to help them understand the process and its constraints (i.e. safety, team size, agency criteria) in order to ensure the overall efficiency and effectiveness of the program.
- The program must be supported by top leadership to ensure the appropriate allocation of program resources as well as the quality of the program.

## **Marketplace**

### **Denison Organizational Culture Survey**

*Bringing Organizational Culture to the Bottom Line*

BEI can help you measure, understand, and/or change your organization's culture using the Denison Organizational Culture Survey. This behaviorally based survey contains 60 items that measure four culture traits and twelve management practices. The survey and its prescriptive suggestions are written in easily understood business terms, making it a powerful, user-friendly tool. The Denison Organizational Culture Survey is available online and in print form.

Learn more about this performance improvement tool at:

<http://www.beinc-online.com/learningcenter/denisonorganizational.asp>



## Worthy Web Sites

<http://www.brint.com>. The Biz Tech Network, "Your Survival Network for the Brave New World of Business". This web site serves as a conduit to a wealth of business-related portals including networks related to technology and information, e-business, and knowledge management. It is a particularly good source for leading edge thinking and news.

<http://xrefer.com>. "The Web's Reference Engine". This one-stop surfing reference library is useful when cross-referencing. Key-in a word or topic, and with one search receive an aggregation and integration of the contents of over 50 reliable encyclopedias and dictionaries. Bonuses of this site include a weekly brainteaser, suggestions on related topics, and most convenient, no need to link to other sites.

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