

Retention Strategies Based on Neuroscience

Increase employee **retention & engagement** so employees can thrive

WELCOME

Please go to: **menti.com**

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BEGIN.



DON RHEEM CEO

International Speaker on the Science of Engagement

Author, Thrive by Design: The Neuroscience that Drives Engagement

Former Science Advisor to Congress & White House Correspondent

TEDx BY



OUR VALUES

Put People First

Service-Minded, Respectful & Embraces Diversity

Be Bold & Think Differently

Innovative, Courageous & Solution-Oriented

Do the Right Thing

Safety-Focused, Integrity & Accountability





America's Workers Are Leaving Jobs in Record Numbers

Quitter's Market

Many factors have led to the historic quits levels—the ongoing pandemic, vaccine mandates and a strong candidate's market are just some considerations that may be leading more workers to put in their notice. The last 10 months of 2021—since March—saw the largest exodus of employees on record. **Hover over each line to see more details about the year and how many workers quit each month.**

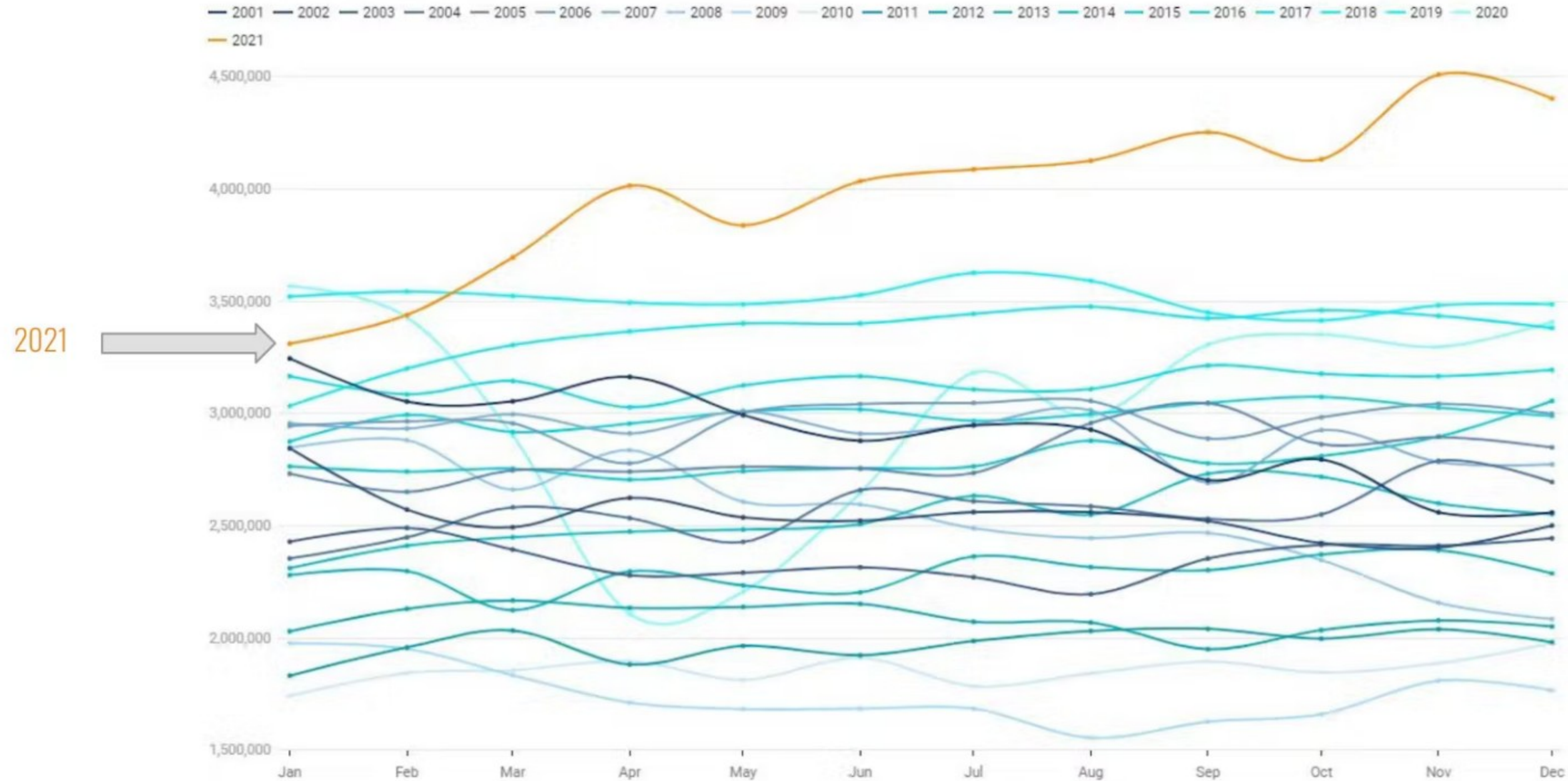
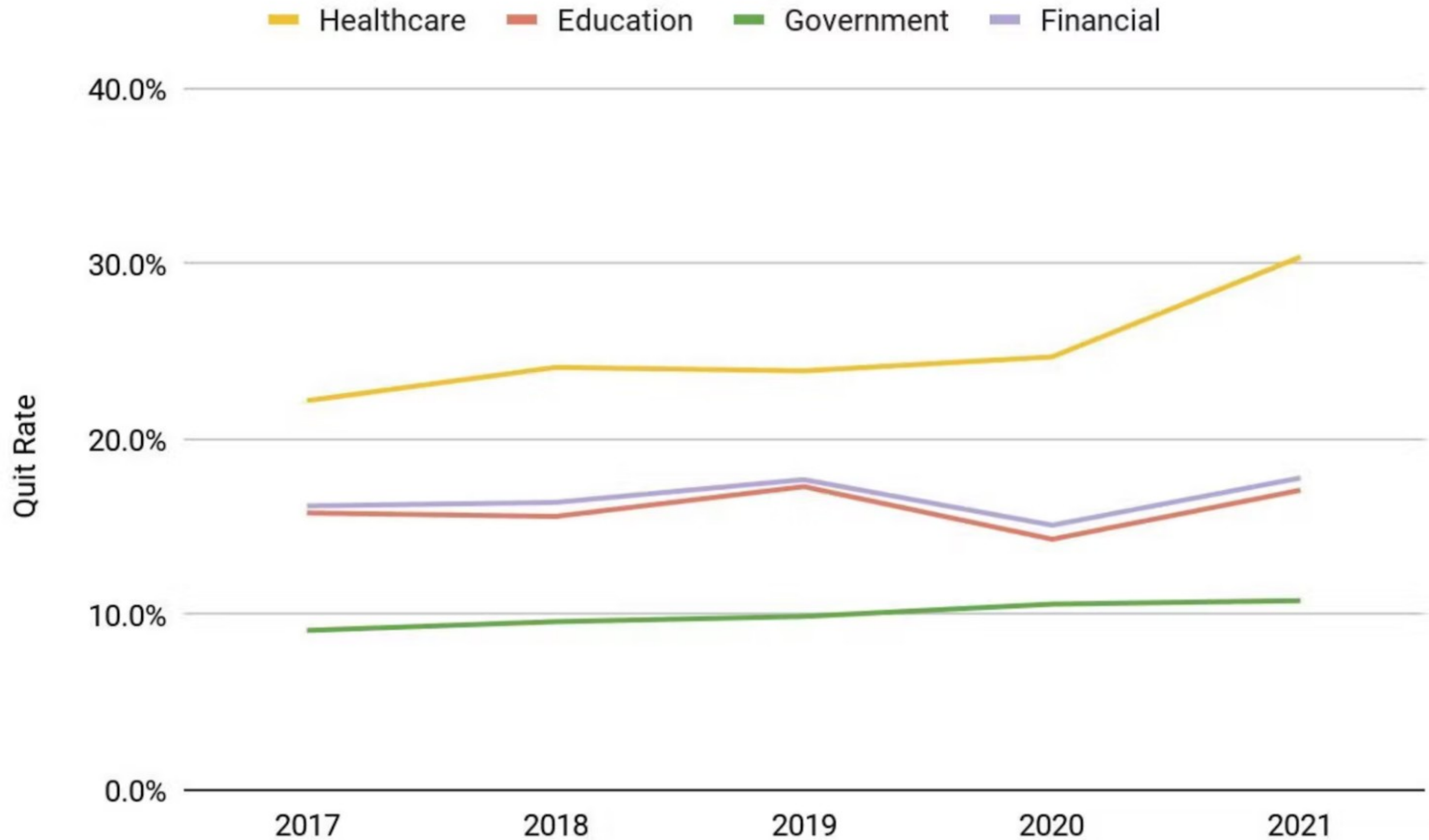
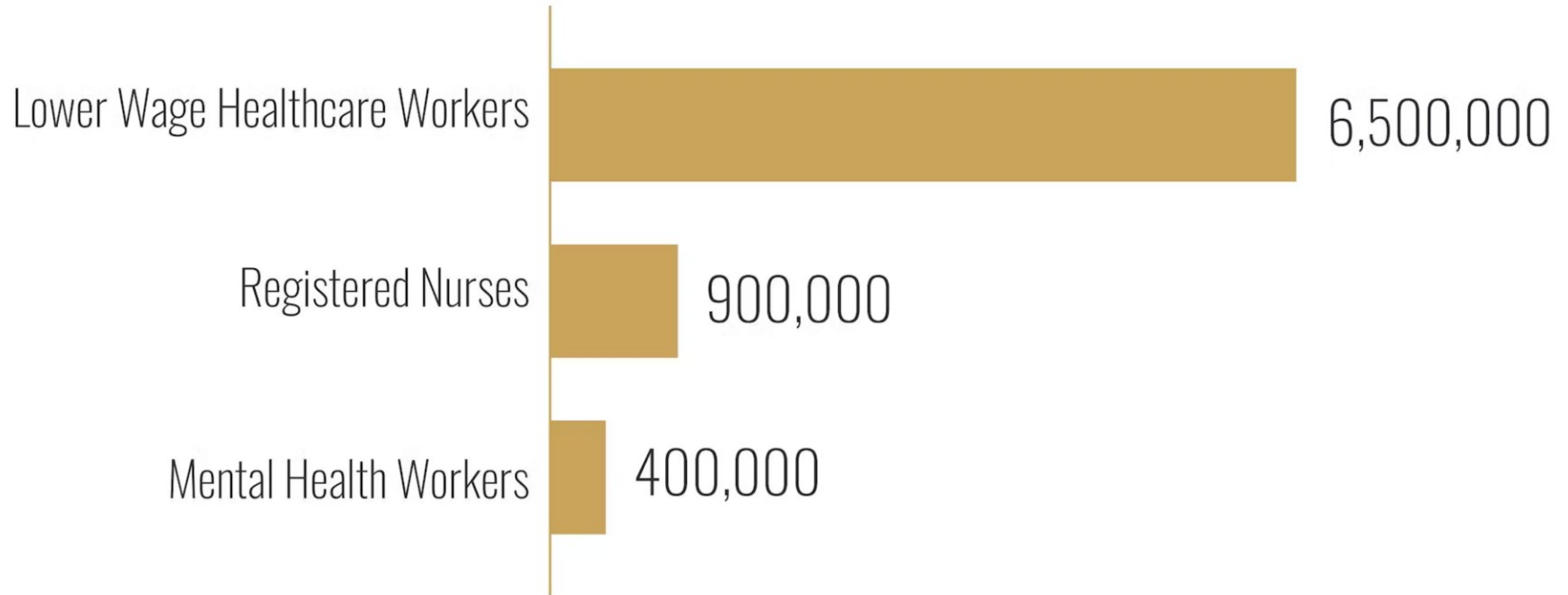


Chart: Mauro Whiteman • Source: U.S. Bureau of Labor Statistics, Job Openings and Labor Turnover Survey. • [Download image](#) • Created with [Datawrapper](#)

Yearly Healthcare Quit Rates



of Projected Employees to Permanently Leave by 2026



WHY ARE EMPLOYEES QUITTING?

1. The pandemic gave people time to rethink everything

2. Fundamentally, **this era is different**

Virtually the entire workforce is reassessing their view of work

Job openings are plentiful

Wages are rising

3. For many, there is a **fear of returning to work**



Work Mindset Shift



EXTRINSIC
Cognitive

Pre-Pandemic

Paycheck
Benefits
Job Security
Office Amenities

Post-Pandemic

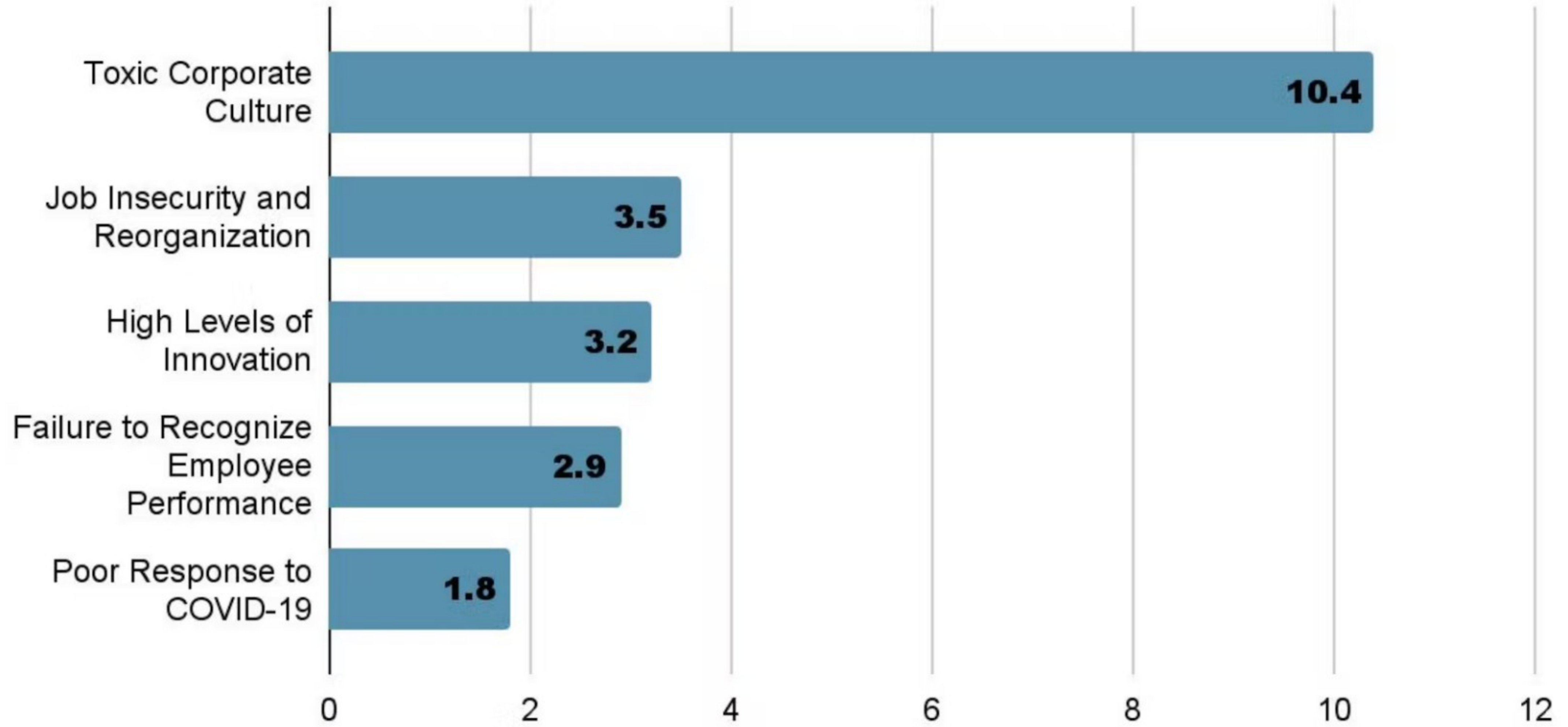
Meaning & Purpose
Emotional Safety
Healthy Relationships
Personal Health
Personal Growth & Development
Flexibility

INTRINSIC
Emotional



LEADING PREDICTORS OF ATTRITION

APRIL - SEPTEMBER 2021



ACCORDING TO AMERICAN WORKERS:

84%

say poorly trained
managers create
unnecessary
work & stress

57%

say managers in their
workplace could
benefit from training
on how to manage
people better

50%

feel their own
performance would
improve if their
supervisor received
additional training in
people management

OLD LEADER vs. NEW LEADER MINDSET

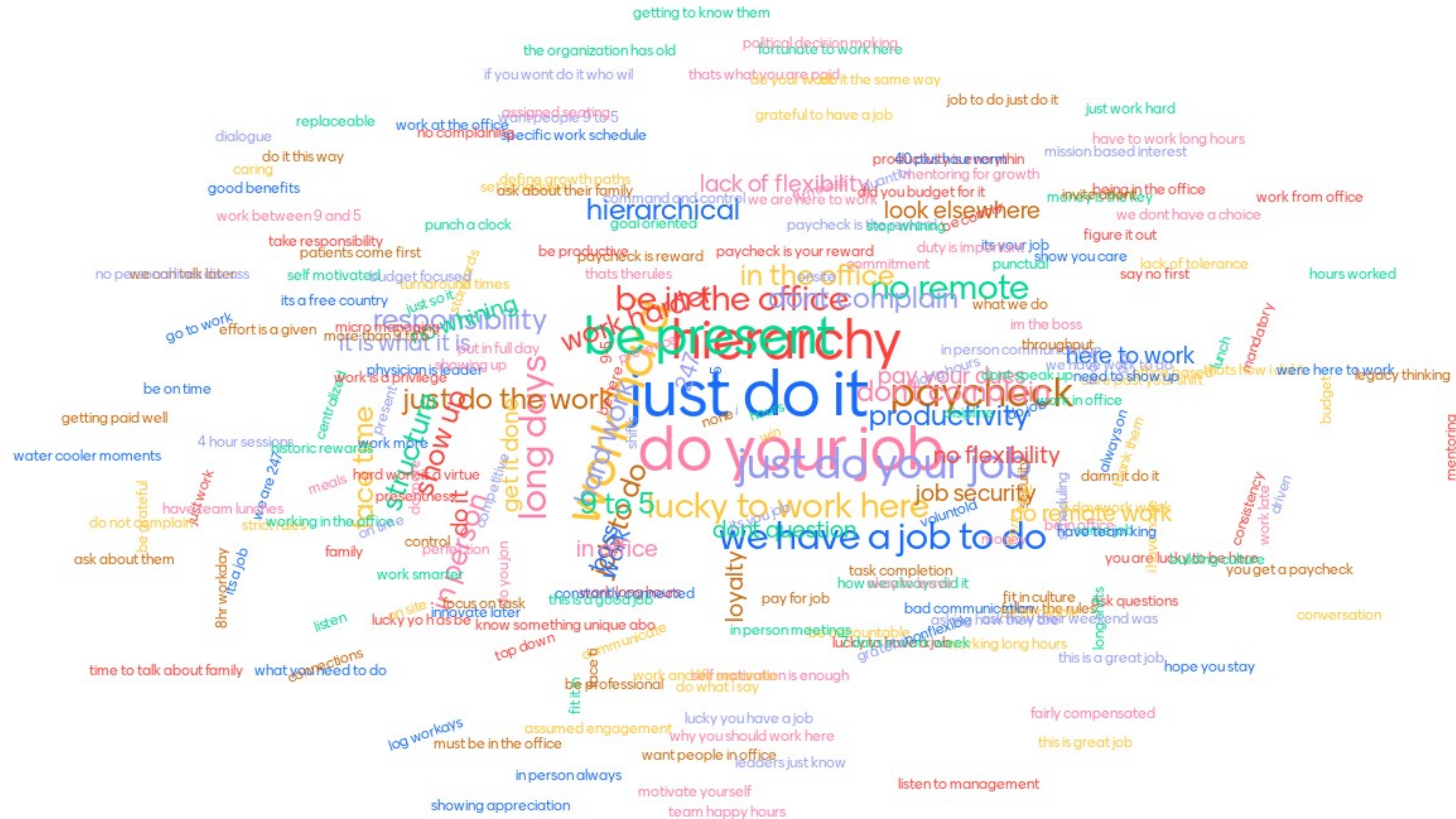
OLD LEADER

They are lucky to work here
 Just do the work assigned
 What we do
 Your reward is your paycheck
 We have a job to do
 This is a great job
 You are here to work
 Job security
 Hierarchy
 9 to 5
 In the office
 We are just here to work

I am lucky they still work here
 Let's talk about the assignment
 Why we do it
 Your reward is beyond your paycheck
 We have a mission to fulfill
 This can be a great career
 Why are you here?
 Quality of life
 Inclusion and collaboration
 Flexible schedule
 In a productive environment
 We can also have fun

NEW LEADER

What are some of your "Old Leader Mindsets?"



ADAPTING TO ONGOING TALENT SCARCITY

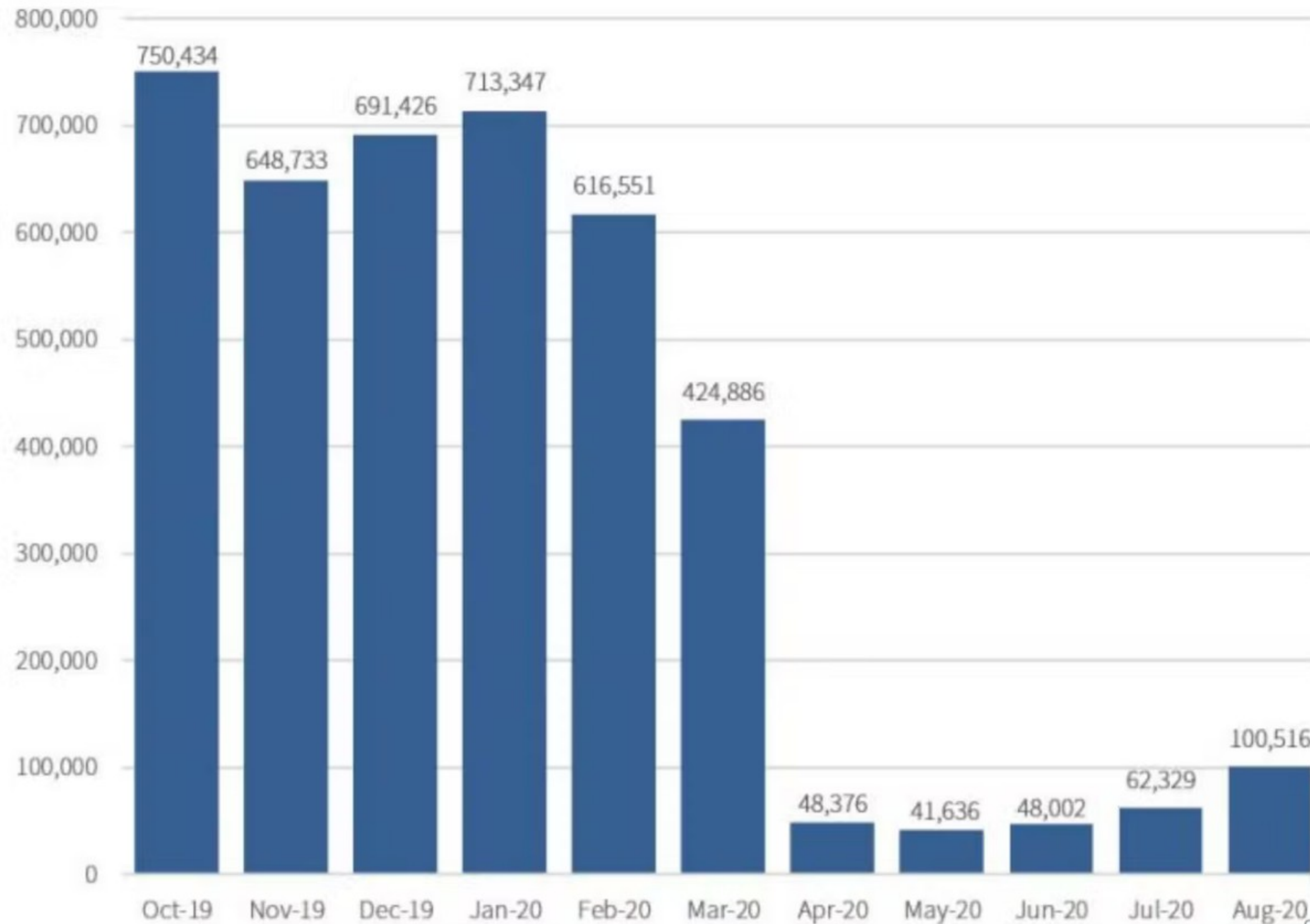
In 2021, the population of the United States grew by just 0.1%,
the lowest rate since the nation's founding.

The slow rate of growth can be attributed to:

- Decreased net international migration
- Decreased fertility
- Increased mortality due in part to the pandemic

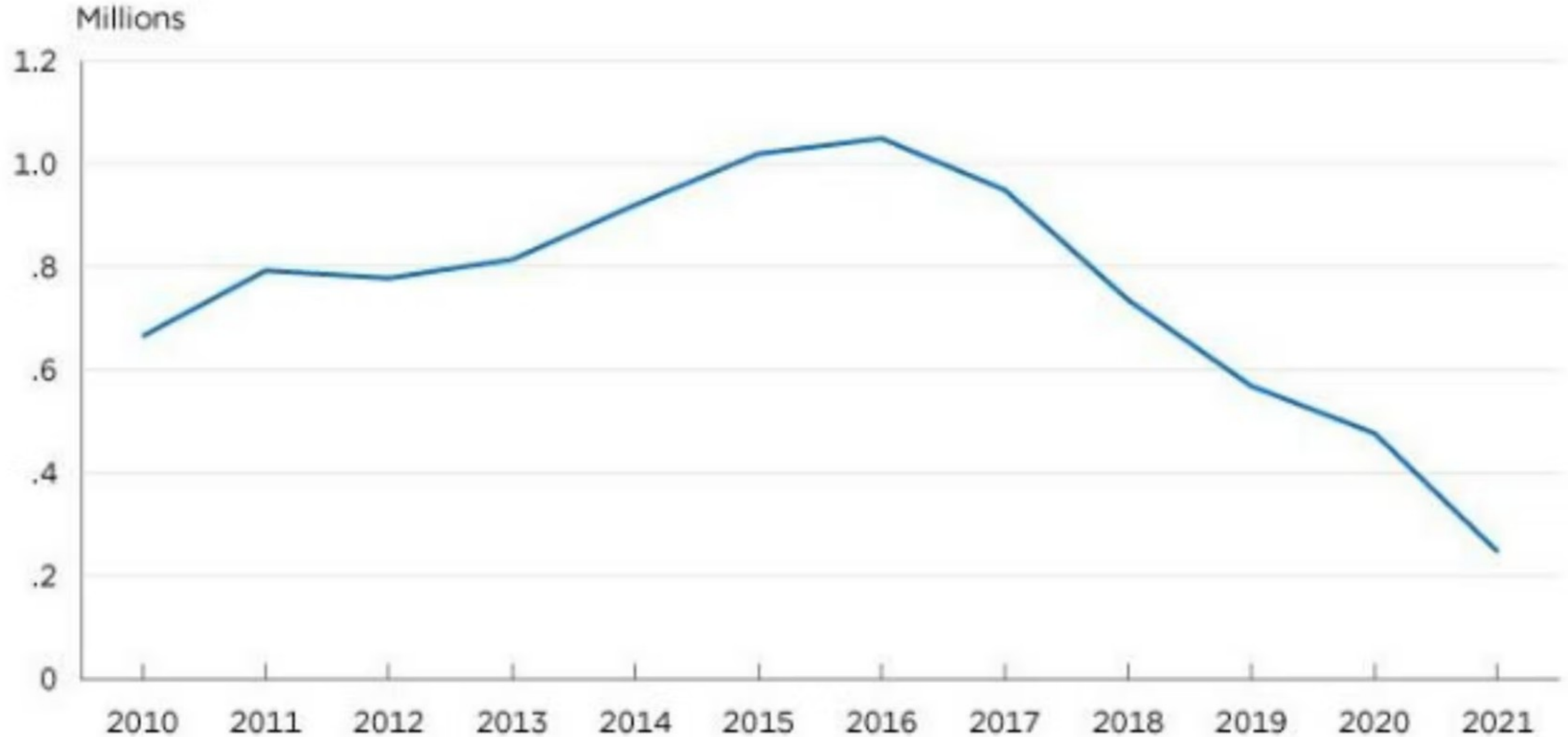
TOTAL IMMIGRANT and NON-IMMIGRANT VISAS ISSUED

OCT 2019 - AUG 2020



Source: US Dept of State, Visa Statistics

Net International Migration: 2010- 2021



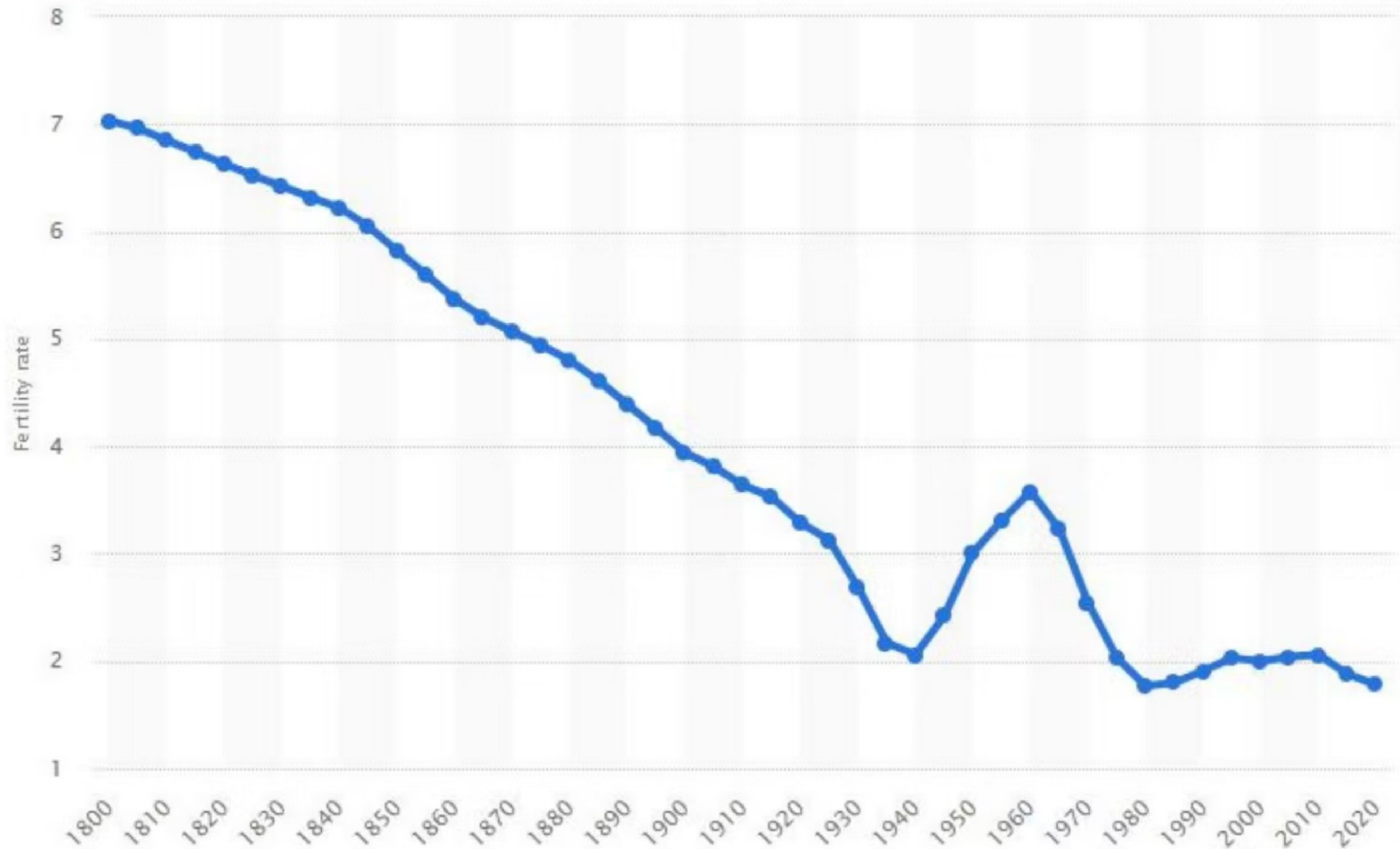
PLUMMETING FERTILITY RATE

Fertility is in a long-term decline and now below “replacement rate”

The birth rate in 2021 was 1.66, one of the lowest rates in decades

Delayed pregnancies: Average first time moms were **23 in 2010** and **27 in 2021**

TOTAL U.S. FERTILITY RATE: 1800-2020



RISING DEATH RATE

U.S. Counties with 'Natural Decrease' over time

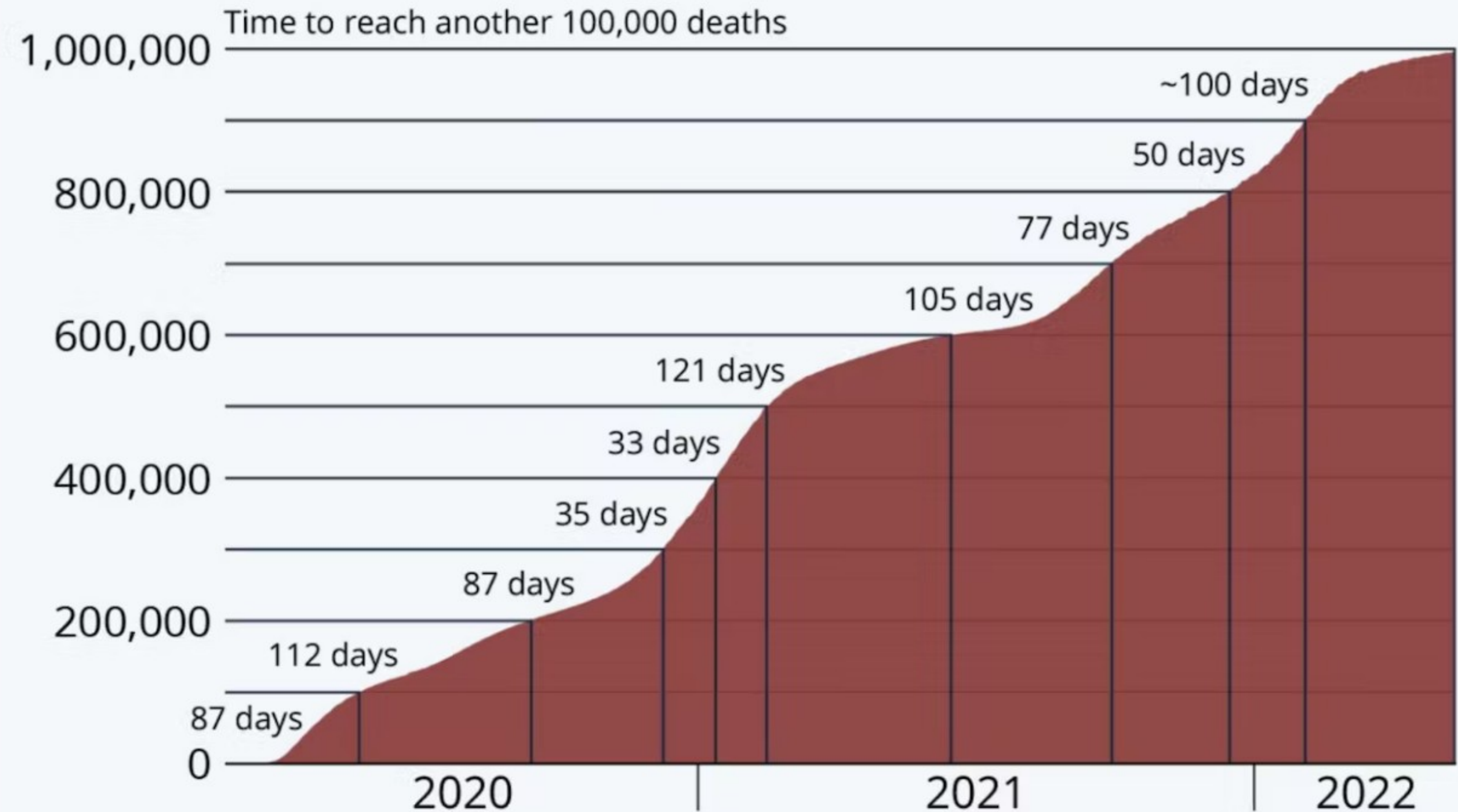
Year	# of Counties	Percentage
2010-2011	1,139	37%
2019-2020	1,743	55%
2020-2021	2,297	73%

From July '20 - June '21, deaths outnumbered births in **half of all states**.

U.S. Hits Grim Milestone of 1 Million Covid Deaths

Mentimeter

Cumulative number of Covid-19 deaths in the United States



Mortality Over Time

FEBRUARY 2020 - PRESENT

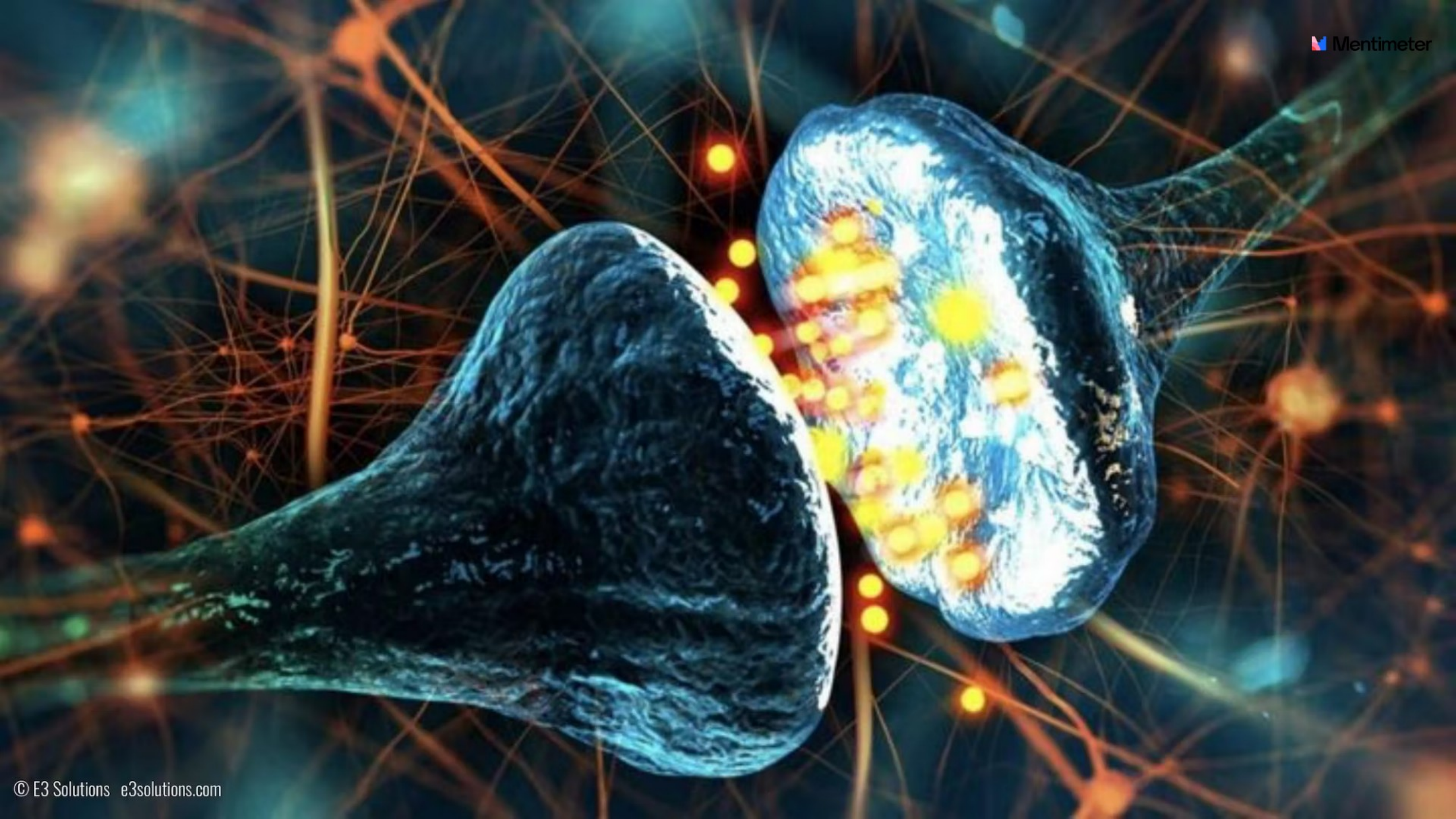
Source: U.S. Centers for Disease Control and Prevention

Your **retention** strategy is more
important than your **hiring** strategy.



UNDERSTANDING THE BRAIN







[EMOTION]









WE ARE, **AT OUR CORE,**
HERD ANIMALS.

The dominant ecology for human beings
is **other** human beings.

Dr. James Coan

UNDERSTANDING THE ROLE OF EMOTION

WHAT DOES IT **FEEL LIKE** TO WORK HERE?

Your Culture Defined

DEVELOP HEALTHY RELATIONSHIPS

We are a **relational** species

Relationships are the emotional velcro that keeps us **accountable, productive, loyal**

Learn something **personal** about each employee to revisit over time

Make certain managers have the right **relational skills**



RELATIONSHIPS INCREASE

LOAD SHARING

TRUST & RESPECT

ACCOUNTABILITY & COLLABORATION

RESILIENCY

CONSISTENCY & PREDICTABILITY

Employees who have a **trusted colleague at work** are significantly more likely to:  Mentimeter



Engage customers and internal partners

Get more done in less time

Support a safe workplace with fewer accidents and reliability concerns

Innovate and **share** ideas

Have fun at work

LEADERSHIP 3.0

Positive emotions
expand cognition and behavioral
tendencies, and **encourage** novel,
varied, and exploratory thoughts
and actions.

THE WORK-LIFE IMPACT OF POSITIVE WORKPLACES

Employees:

- ⇒ Work harder
- ⇒ Perform better on the job
- ⇒ Make more money (>30%)
- ⇒ Display more mental acuity
- ⇒ Make higher quality decisions
- ⇒ Are more creative and more flexible in their thinking
- ⇒ Are more adaptive and resilient after trials and trauma
- ⇒ Engage in more helping behaviors and citizenship activities

THE PERSONAL-LIFE IMPACT OF POSITIVE WORKPLACES

People:

- ⇒ Live longer (>11 years)
- ⇒ Succumb to fewer illnesses
- ⇒ Have a higher survival rate after a serious illness or accident
- ⇒ Stay married longer
- ⇒ Tolerate pain better

THE PERSONAL-LIFE IMPACT OF NEGATIVE WORKPLACES

A negative workplace can result in chronic stress, which has been linked to **high blood pressure, sleep problems and anxiety** and is also associated with several unhealthy behaviors such as **smoking, excessive use of alcohol and overeating.**

A Positive Leader Is:

Consistent

Relational

Strengths-based

Open & curious

A Positive Leader:

Thinks about how to motivate

Sets priorities

Has confidence in the team

Considers the “why”

PROFILE OF A POSITIVE LEADER

Connected
Responsible
Compassionate
Curious
Caring



A POSITIVE LEADER FEELS

VIRTUOUS LEADERSHIP BEHAVIORS

Respect

Empathy

Kindness

Integrity



Let's take a look at the week ahead.

I have great confidence in you.

I need some help with this. What do you think?

I know we can get this done!

Thank you, this looks great.

How can I best support you?

I learned something new from you.

How was your weekend?

“We” vs. “I”



A POSITIVE LEADER SAYS

You are predictable.

You extend your hand, you mentor, you smile.

You look for strengths before targeting problems.

You are available, you lead with curiosity.

You are inclusive.

You encourage.

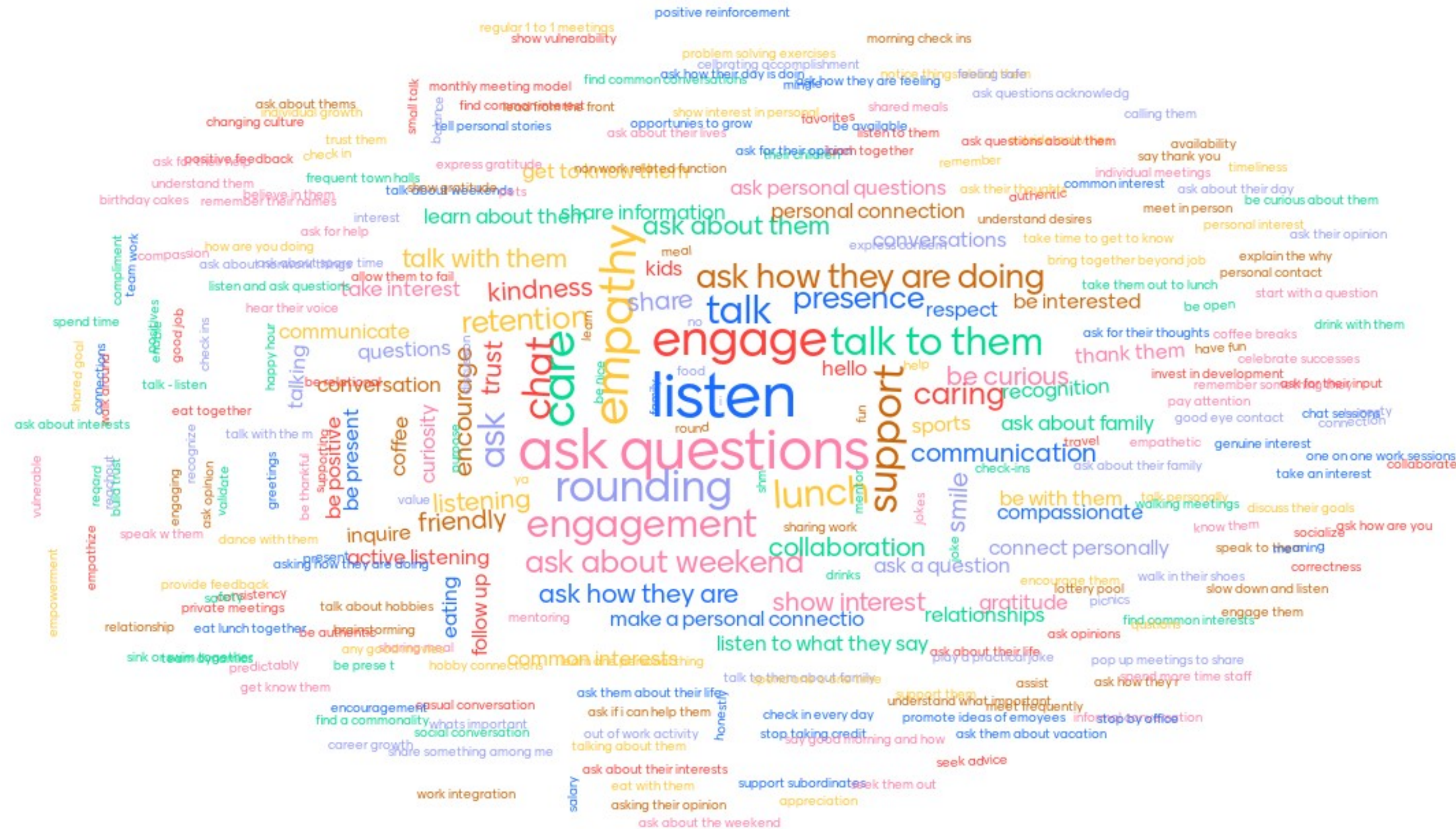
You express gratitude.

You advocate and follow through.

You make common sense common practice.

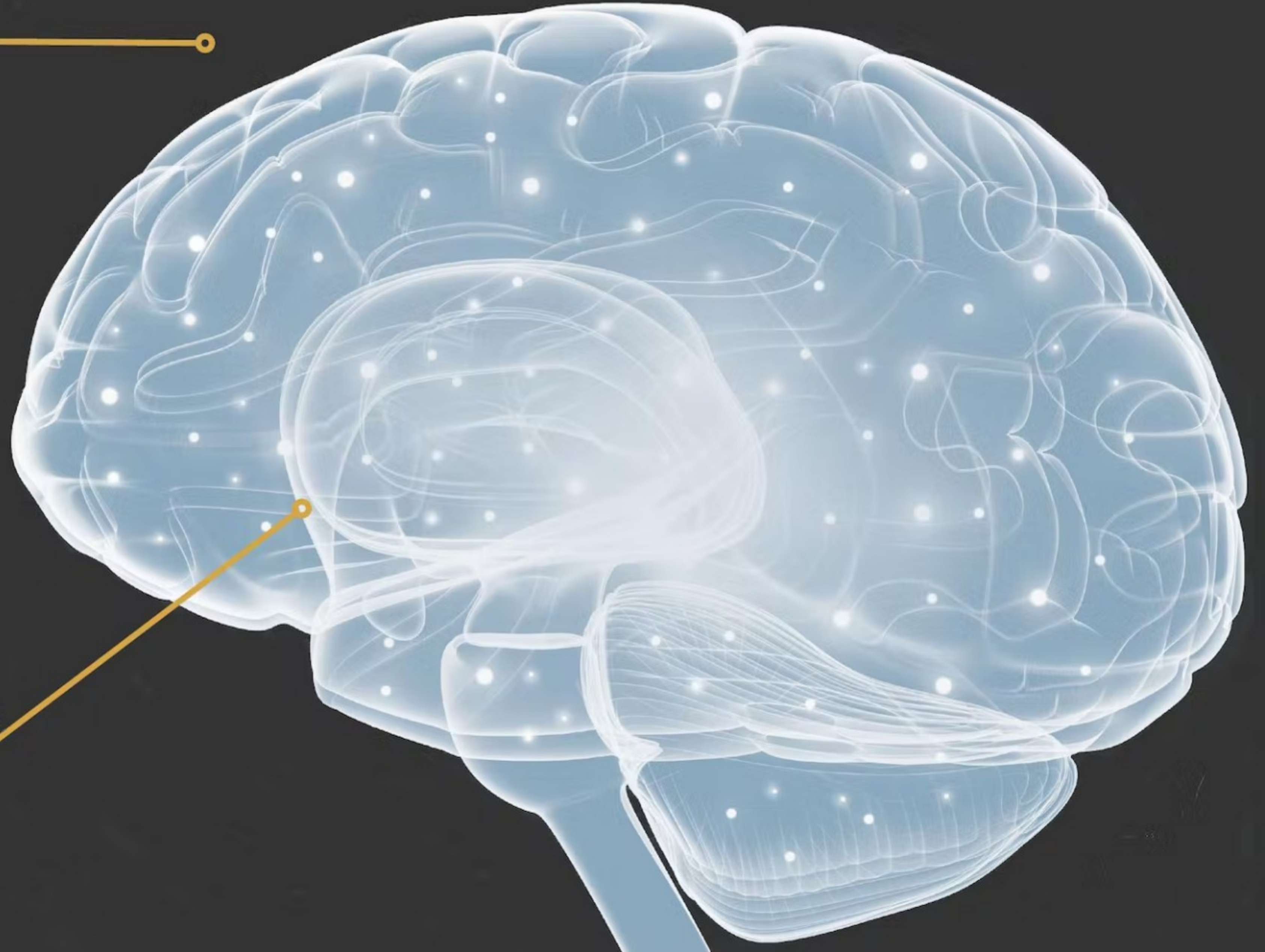
A POSITIVE LEADER DOES

What is one way you connect relationally with your employees?



**PREFRONTAL
CORTEX**

LIMBIC SYSTEM







“What’s next?”

“How am I doing?”

Consistent	Validation & Recognition
Predictable	Feedback & Support
Clear	How do I succeed?
Inclusive	Am I valued?

Be predictable & consistent

Provide clarity

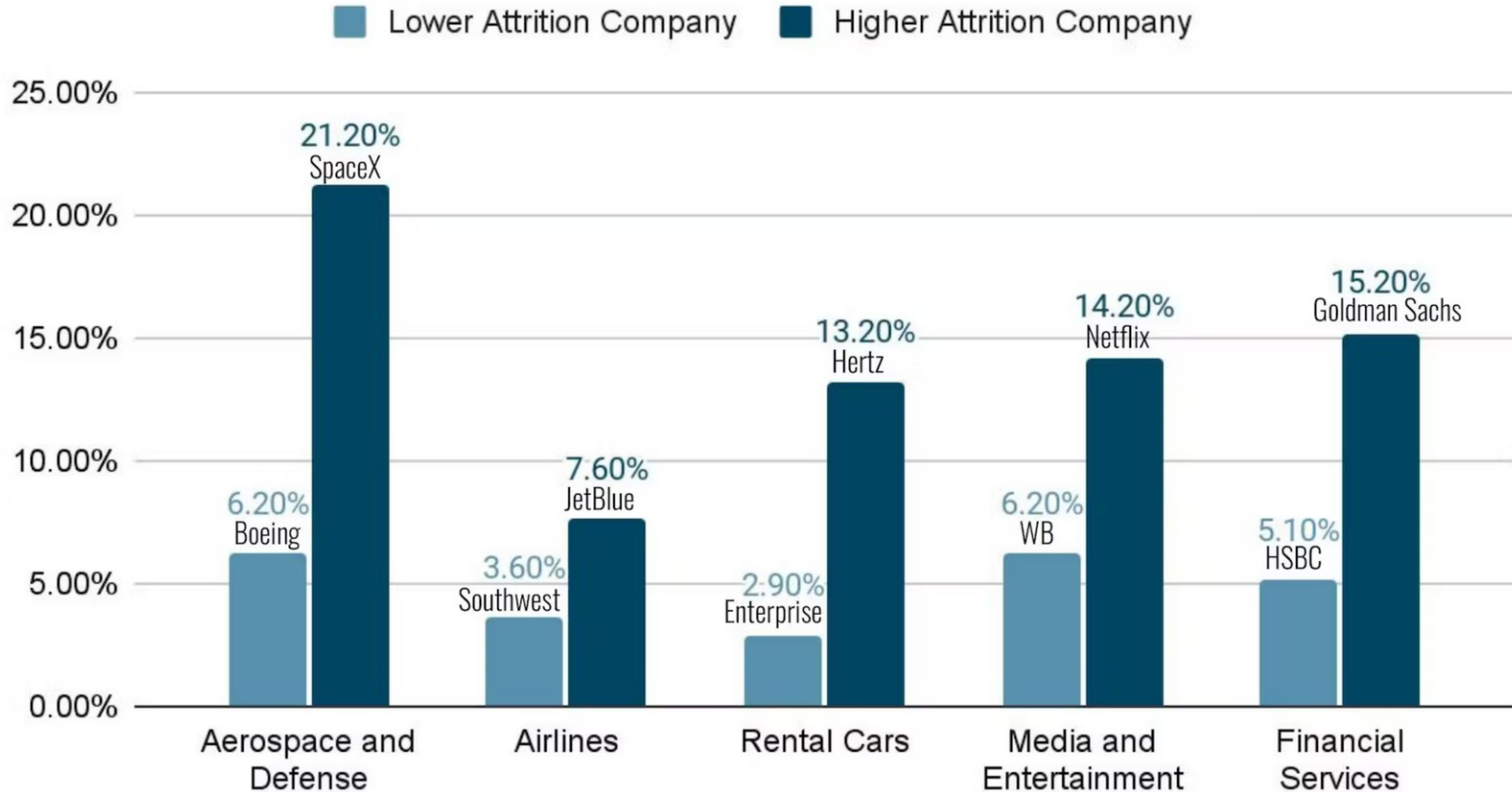
Support collaboration

Offer meaning & purpose

Build trust & connections

CREATE A FELT SENSE OF SAFETY

HOW COMPANY ATTRITION RATES COMPARE WITHIN INDUSTRIES



FIVE FOCUS AREAS FOR LEADERS

Employees Have a New Mindset

Work needs to be more than a paycheck

What am I doing with my life?

Low-wage workers “revolting against years of poor pay and stressful conditions”

Check out the hashtag #QuitMyJob

Employees Want Flexibility

Work schedule

Remote work

Employees Value Time Differently

Family time

Personal growth/health

Commuting

Employees Crave Effective Leaders

Ineffective leaders

Old mindset about the nature of work

Failure to adapt and grow

Employees Need Different Rewards

Recognition, appreciation, and validation

Better pay

Location

TIPS TO INCREASE **RETENTION & ENGAGEMENT**

➡ **Promote career paths, not just jobs**

Lay out a flight plan for where employees can go next, doesn't have to be "up."
Reinforce their value to the company, let them know they are valued and you want them to stay.

➡ **Benchmark to stay competitive**

Are you providing a fair and equitable wage and benefits package? Flexible policies?

➡ **Connect to what people value**

Survey staff to find out what is important to them (i.e., family, personal health, scheduling flexibility, growth)

➡ **Treat your employees well**

Create the emotional velcro that makes them want to stay AND recruit. In today's labor market, your retention strategy is critical. When they enjoy where they work, they invite others to join them.

TIPS TO INCREASE **RETENTION & ENGAGEMENT**

➡ **Encourage healthy work-life integration**

Post-pandemic, most employees see work as just one part of their life. Acknowledge this new reality and work with them. Make work fun, increase validation and recognition - find a balance at work.

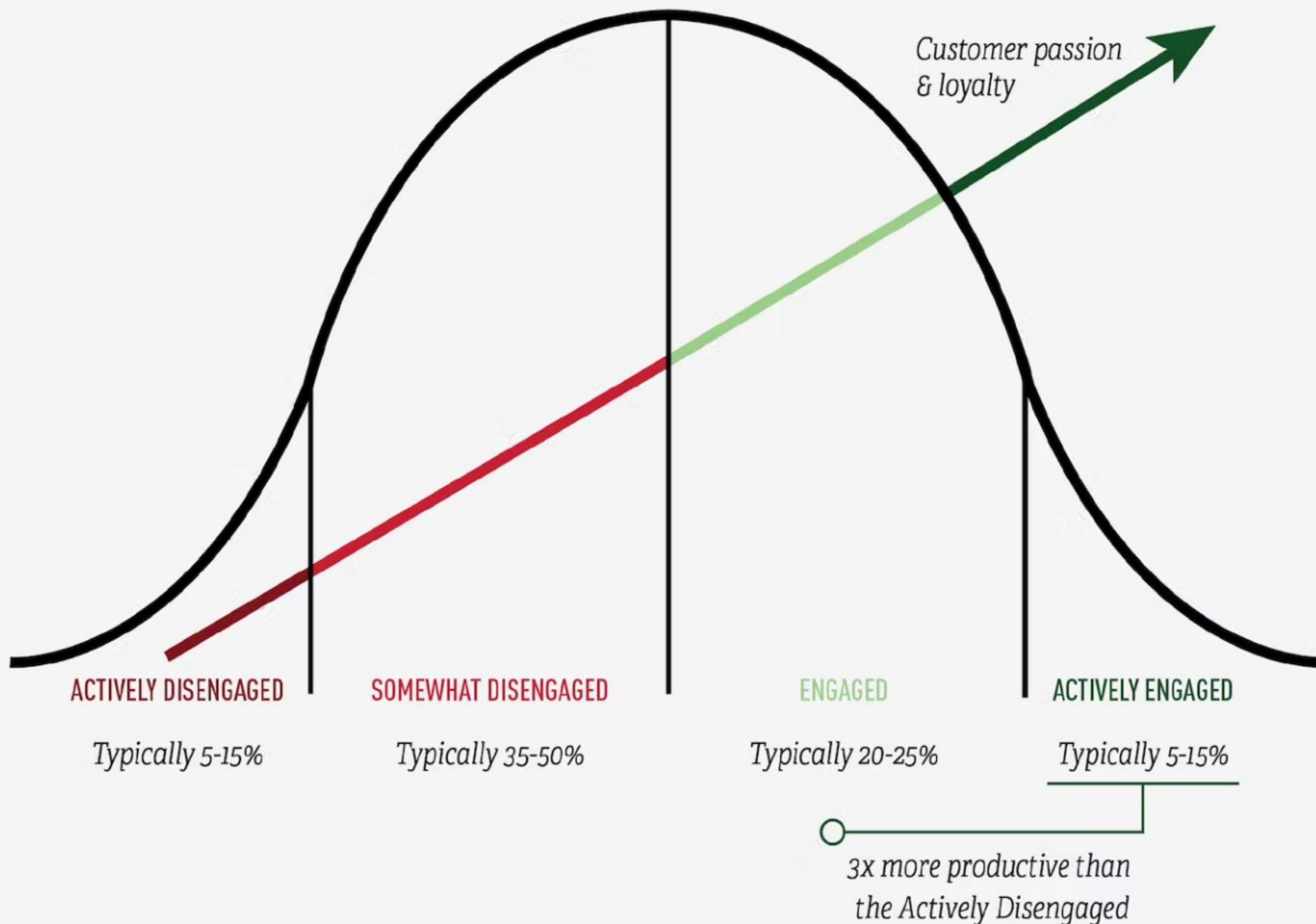
➡ **Improve communication**

First, ask staff how communication could improve and make immediate changes. Second, give managers new skills in how to communicate more effectively at a personal level, senior leaders need to be visible and approachable.

➡ **Provide employees with the support they need**

Think broadly: better tools and resources, professional development opportunities, access to leadership, opportunities to socialize and make connections, have a voice in decisions impacting them and their team

THE ENGAGEMENT BELL CURVE



ACTIVELY ENGAGED

I give you a **day and a half** of effort for a day's pay.

1.5:1

ENGAGED

I give you a **decent days effort** for a decent day's pay.

1:1

SOMEWHAT DISENGAGED

I give you **~5 to 6 hours** of effort in an 8 hour day.

.66:1

ACTIVELY DISENGAGED

I give you a **half a day's effort** for a day's pay.

.5:1

The Differences Between Satisfaction And Engagement

EMPLOYEE SATISFACTION	EMPLOYEE ENGAGEMENT
An attitude	A behavior
Cannot predict future behavior	Can predict future behavior
A powerful <i>outcome</i> of workplace conditions, not a precursor	Explores how employees feel, whether they feel safe, valued, and part of something larger than themselves in their daily work
Can change with one negative event or interaction	Is based on known drivers of exemplary behavior

THE REALITIES OF THE GREAT RESIGNATION

Percentage of employees who are either looking for a different job or watching for new opportunities

74%

of actively disengaged
employees

VS.

30%

of engaged employees

Studies show it takes
more than a 20% pay raise
to lure most employees away from
a manager who engages them...

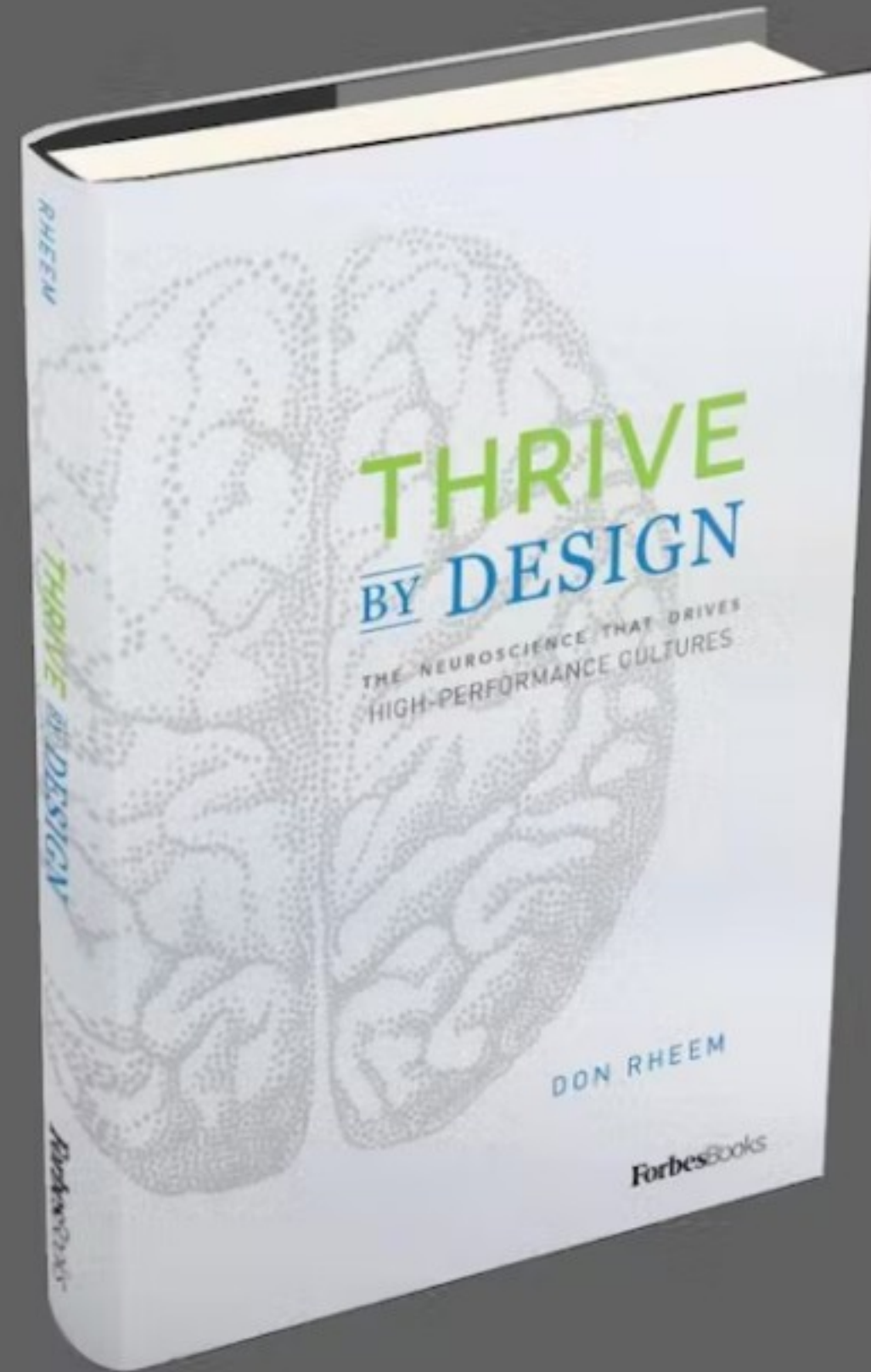
and **next to nothing** to poach
most disengaged workers.





For additional engagement resources, go to:

cultureid.com/jefferson



donrheem@e3solutions.com



Don Rheem

