

Retention RECIPE FOR SUCCESS!

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Successful Retention: Recipe for Success

Retention is not about programs...it's about finding out what makes people tick then ticking it on a regular, consistent basis.

Let's assess what we know

Why do people leave:

Why do people stay:

Treat your excuses as facts

Survey: "Factors Which Motivate Me"

Statistics show managers do not understand what motivates employees. When managers take the survey "Factors Which Motivate Me" from the viewpoint of what they think motivates employees, they usually rank "money" as one of the top three.

On average money is sixth or seventh on employees list. Top three motivators as ranked by employees:

1. Feeling my job is important.
2. Feeling that by working at a job I am helping contribute to something bigger than myself or my organization.
3. A feeling of belonging, that I am welcome or needed.

The recipe for Success:

To have consistent, effective retention requires certain ingredients. Just like a recipe the key is to have all of the ingredients to be successful.

Key Ingredients of Successful Retention:

- **Daily meaningful recognition**
- **Effective communication involves listening**
- **Teamwork that involves all levels of employees**
- **Passionate orientation based on the individual**
- **Consistent expectations**
- **Celebration~ having fun at work**

Secrets to Success...

KEEP IT SIMPLE

FOCUS ON WHAT YOU WANT

USE WHAT'S ALREADY WORKING

(Apply these secrets consistently to each ingredient)

Daily meaningful recognition

Recognition is NOT formal programs. Recognition is...

- Knowing your employees as individuals.
- Taking the time to care about employees as individuals.
- Noticing when a job is well done and praising people specifically and immediately.
- Noticing when they work an extra shift and going out of your way to say "thank you".
- Asking employees their opinion.
- Involving employees in decisions that affect them.
- Noticing when a reliable employee is absent and asking if everything is ok.
- Listen. Make an effort to use their suggestions and acknowledge them.
- Speaking to employees as adults and hearing what they have to say.
- Letting employees know they make a difference and why.

Assess your current recognition program(s):

- Are they meaningful to your facility goals?
- Do the employees perceive them as meaningful?
- Do they promote what you intended them to promote?
- Do they enhance teamwork?
- Do employees perceive them as fair?

Recommendations for developing formal recognition programs

Formal recognition must meet the criteria above to be effective.

1. Involve employees in developing programs.
2. First determine "what" to recognize.
3. Develop the specific, measurable criteria to be achieved. (use what you have).
4. Determine the reward.
5. Keep it simple.
6. Celebrate publicly.

Effective communication involves listening

Communication is not inservice programs. Communication is...

- First trying to understand the other person's point of view and then getting them to understand yours.
- Listening. Following up is the action necessary to reinforce you have heard.
- Listening without interrupting and without assumptions.
- Understanding all aspects of a problem before trying to solve it.
- Keeping employee informed regarding important matters.
- Providing regular feedback on how employees are performing.
- On purpose and frequent...a system of management.

Assess your communication system(s):

- Do you have a system in place for regular on-going communication?
- Are all shifts included in the communication program?
- Are meeting structured to facilitate employees asking questions or expressing concerns?
- Is there a method to follow up with questions or concerns raised by employees.
- Is the suggestion box active?
- Is there a method to provide feedback to employees suggestions?

Teamwork that involves all levels of employees

Teamwork doesn't happen "out there" if a facility has effective teamwork; it starts at the very top.

Assess your systems, do they promote teamwork:

- Do we blame others when something is not quite right?
- Do managers see themselves as "coach" and manage from a corrective action approach?
- Are call lights everyone's priority?
- Is there a system for communication between shifts?
- Is there a system of communication between departments?
- Are there enough supplies to get the job done? Are they available?
- Do our established work systems hold individuals accountable?
- Is there a system in place for reassigning tasks when someone doesn't show up?
- Do employee's have input into who is hired on their team?
- Are policies enforced consistently?
- Do recognition programs promote teamwork?

Passionate orientation based on the individual

You never get a second chance to make a good first impression.

Effective orientation is not just inservices. Effective orientation is...

- Passionate. It focuses as much on bonding the employee to the team as it does on providing the basics.
- Structured and interactive.

- Based on the individual's abilities.

Most turnover happens within the first 90 days. Why do people leave?

Treat your excuses as facts and get them to stay:

Consistent expectations

Consistent expectations...

- Promote teamwork.
- Inspire excellence.
- Motivate people.
- Focus on what's going right as well as what needs improvement.

A simple assessment of expectations:

- Do you "get ready" for survey?
- Are you consistent with policies?
- Is your Quality Assurance program focused on quality or failure?

People are watching, where's your focus?



Keep yourself and others renewed

- Celebrate the small successes you are already achieving.
- Evaluate what you are doing to generate these successes.
- Continuously re-clarify (refocus on) in great detail your specific objective.
- Help everyone understand the benefits of achieving these objectives.
- Consistently search for what you could do more of, better, or differently, to move closer to your objectives.

Celebration~ having fun at work

Ask yourself this question each day... “are we having fun yet?”

Dave Hemsath and Leslie Yerkes write in their book, 301 Ways to Have Fun at Work:

“Fun at work may be the single most important trait of highly effective and successful organization; we see a direct link between fun at work and employee creativity, productivity, morale, satisfaction and retention, as well as customer service and many other factors that determine business success.”

Fun and humor help individuals through crisis and change. Because they facilitate the release of tension, fun and humor increase employee's ability to cope with stress on the job and remain flexible, creative and innovative under pressure~ key elements of a strong, resilient facility culture.

Incorporate fun

- Have fun events for residents and staff to join together and play.
- Selectively use team competition to improve outcomes.
- Celebrate with silliness for recognition weeks.
- Use door prizes to increase inservice attendance or participation.
- Have “stress down” days.

- Celebrate diversity.

More...more...more...

Two statistics we can change...

- **Up to 93% of people at work feel they have never once been genuinely recognized by a manager or supervisor.**

Source: Nelson, B. [Non-monetary Compensation](#)

- **70% of people quit their bosses, not their jobs.**

Source: SRI Data

...the time is now, the leader is you

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