GLINT™

Worried about employee retention?

Make these three changes

Skilled employees are difficult to find—and keep.
They want more than a steady job. They also want:

1. An employee-first culture

2. Opportunities to grow and develop

3. A sense of purpose in their work

Today's workplaces are fast-moving...

...yet many organizations still use sluggish, traditional methods to engage and retain their people.
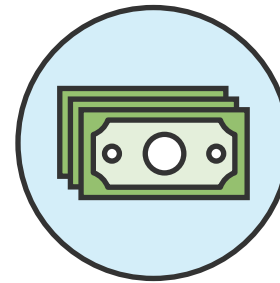
The consequence:
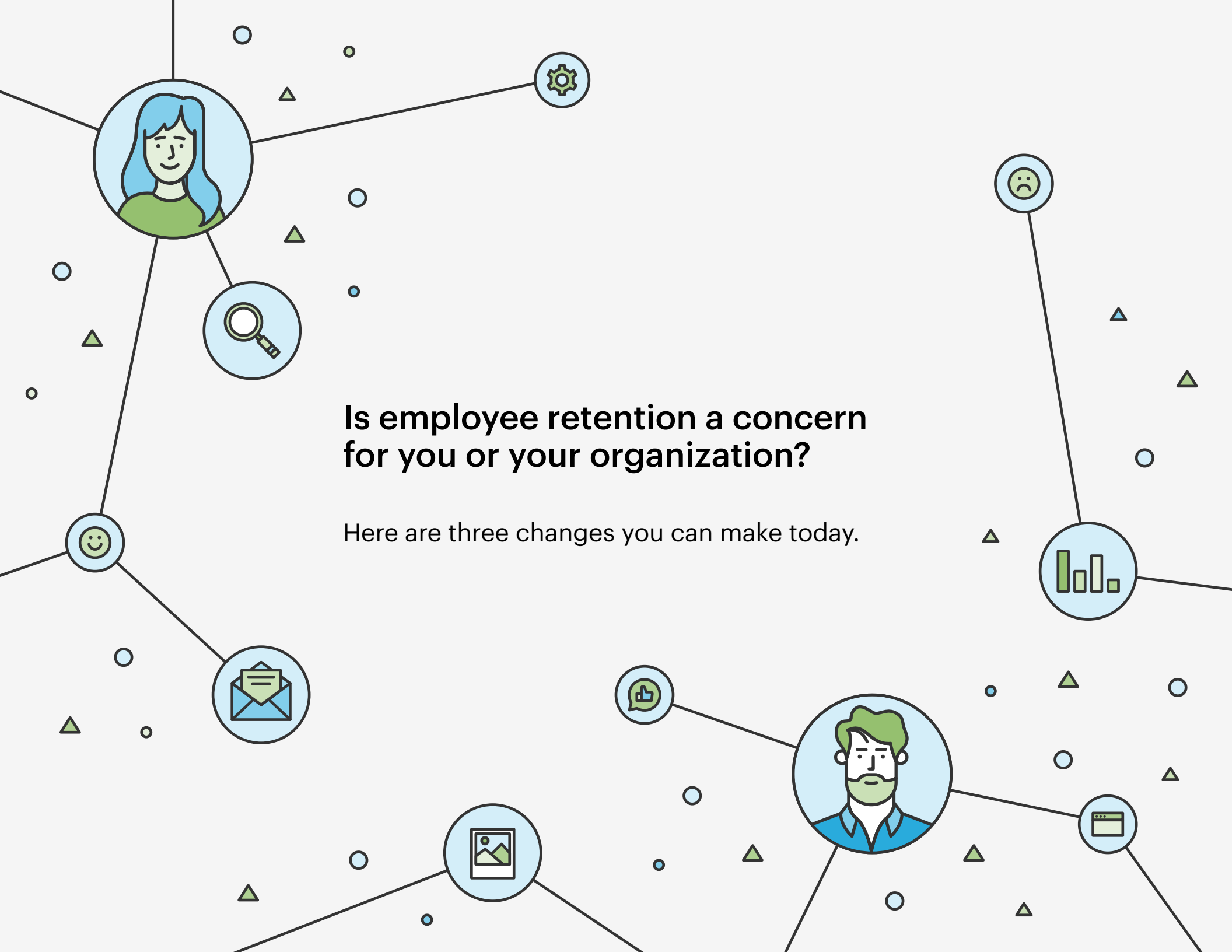
Higher attrition   **Shorter tenures**   **Increased recruiting costs**

High-performing organizations are adopting technologies that help them understand how to support their employees' happiness and success.

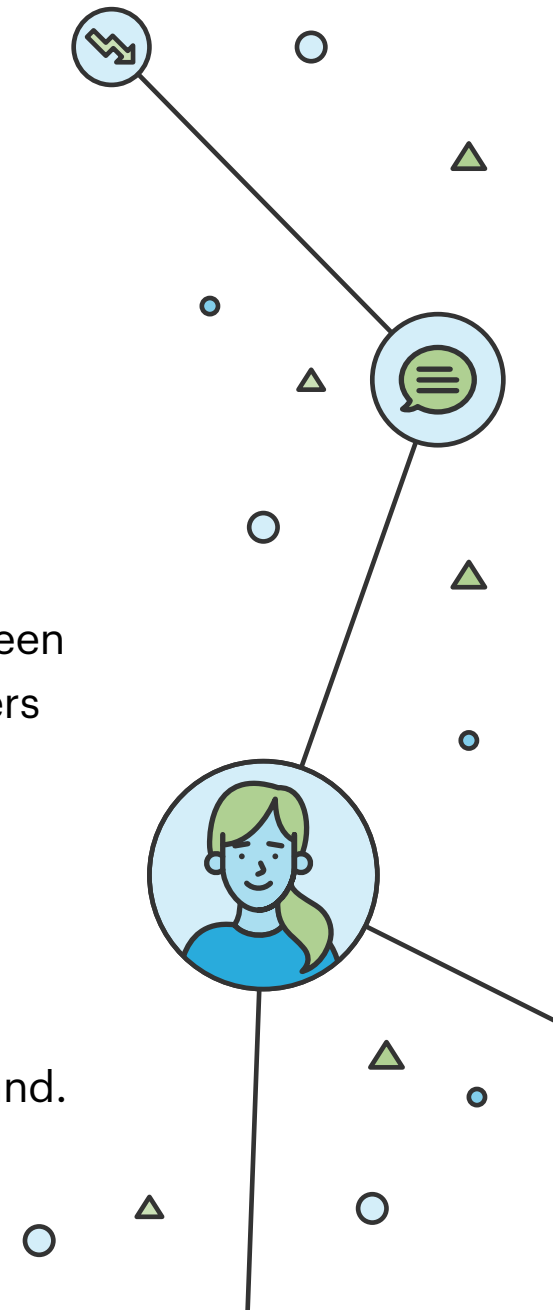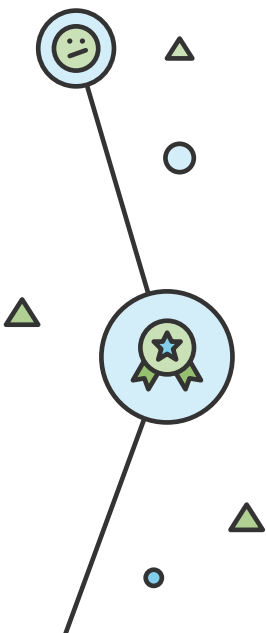# Is employee retention a concern for you or your organization?

Here are three changes you can make today.

Change 1

Ditch your annual employee engagement survey.

In summary, the results of an annual survey are:

- **Disconnected from reality:** There's no hard and fast rule on survey cadence, but annual surveys tend not to capture an organization's changing dynamics, responses to events and trends, and urgent needs.

- **Slow to make it back to the HR team and leaders:** Post-survey momentum fades in the typical lag between the time employees take the annual survey and leaders see the results.

- **Cemented into static and heavily detailed reports:** The overwhelming detail prevents leaders from understanding trends or hotspots in their employee population and extracting intelligent advice on demand.

Try this instead

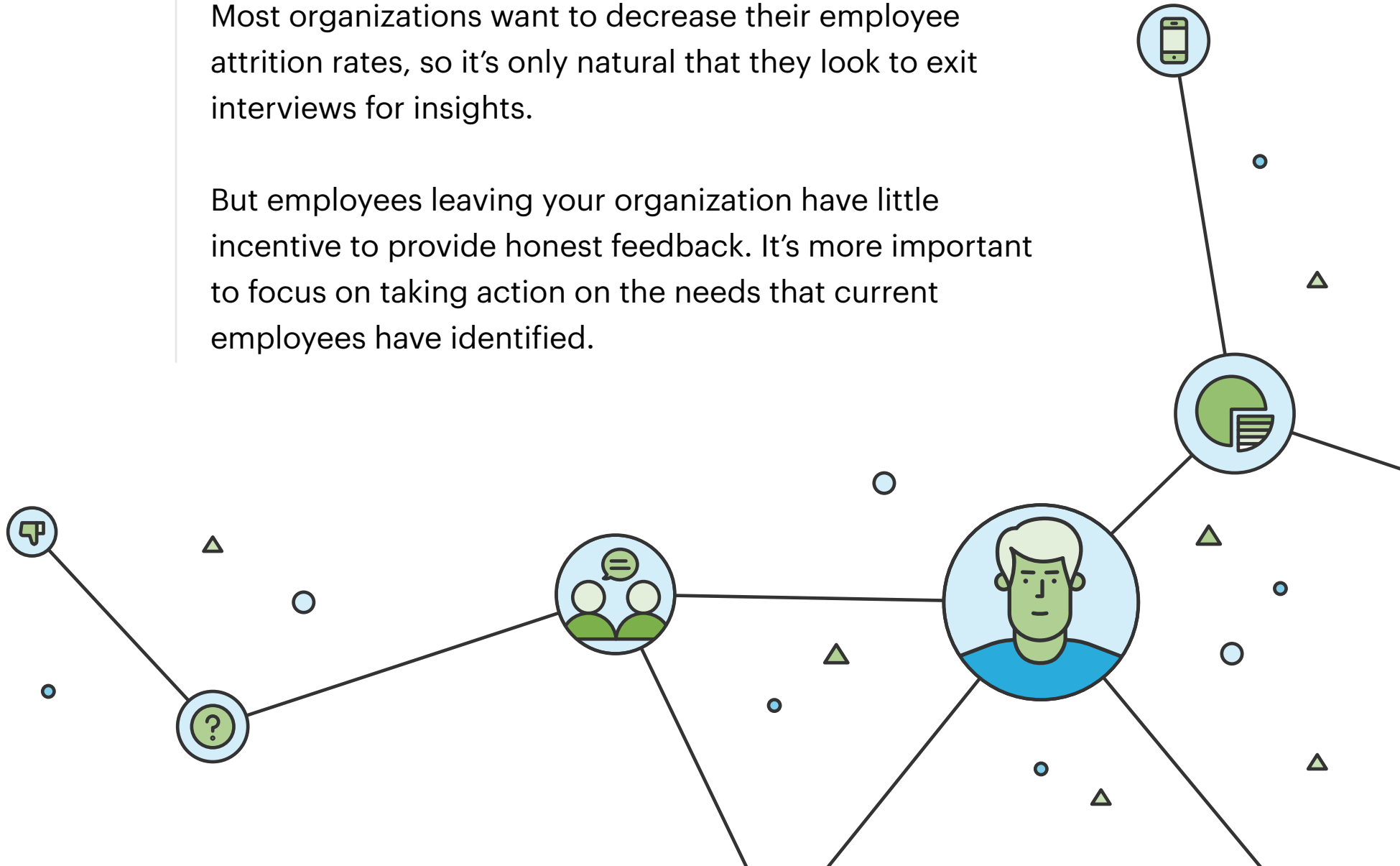Ask employees for feedback throughout the year, and review results in real time.

Frequent employee surveying allows organizations to use a "people dashboard" that offers comprehensive engagement data; unearths current statuses and trends; and empowers the HR team, leaders, and managers to track progress and course correct in real time.
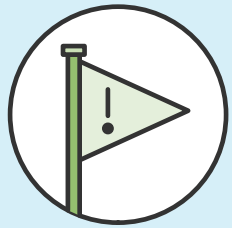
Change 2
Stop fixing engagement challenges for your former employees.

Most organizations want to decrease their employee attrition rates, so it's only natural that they look to exit interviews for insights.

But employees leaving your organization have little incentive to provide honest feedback. It's more important to focus on taking action on the needs that current employees have identified.
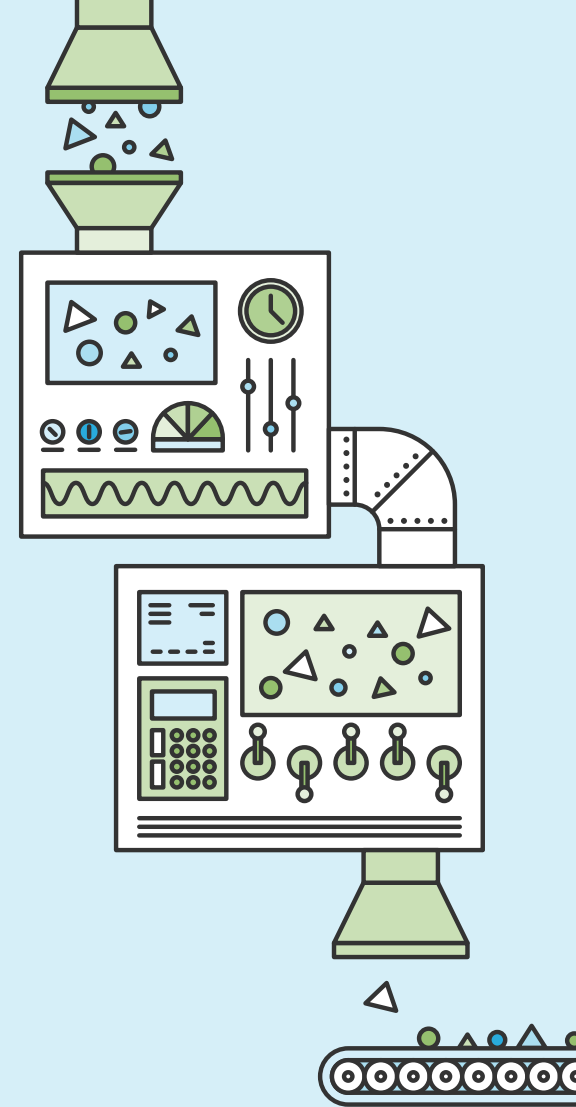
Harness predictive analytics to raise the red flag before it's too late.

According to Glint research, employee groups whose engagement scores trended down over two pulse surveys had a 50% higher attrition rate than groups whose scores held steady over the same time period. (This was true even for two pulse surveys that occured within the span of a month.) Meanwhile, employee groups whose scores trended up had 30% lower attrition rates.

In other words, even your most engaged teams may be **at risk** when engagement scores drop.

Technology is capable of identifying attrition-related trends before they become problems.

With predictive analytics, organizations keep employee engagement problems from becoming employee retention problems.

Change 3

Throw out your one-size-fits-all strategy.

The truth about employee engagement: it's highly shaped by local factors, like an employee's team and manager.

Within a single organization, every business unit, location, or other subgroup may have a different mix of drivers and motivational factors that influence their engagement. So a one-size-fits-all strategy for your employee engagement is almost guaranteed to miss the mark.
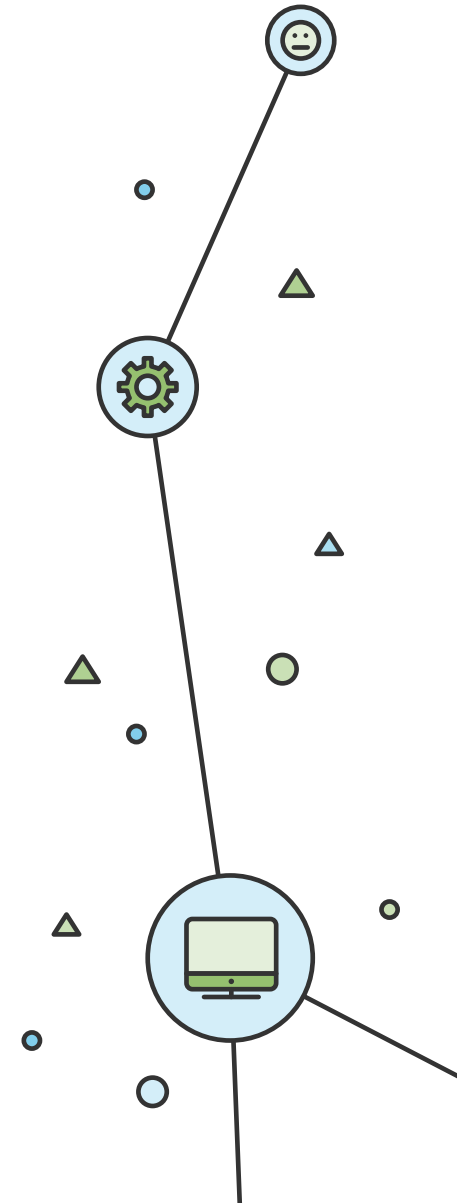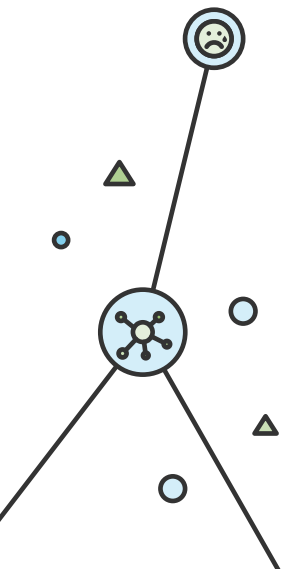
An example of how engagement drivers can vary by team:

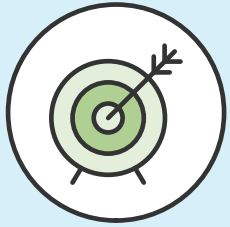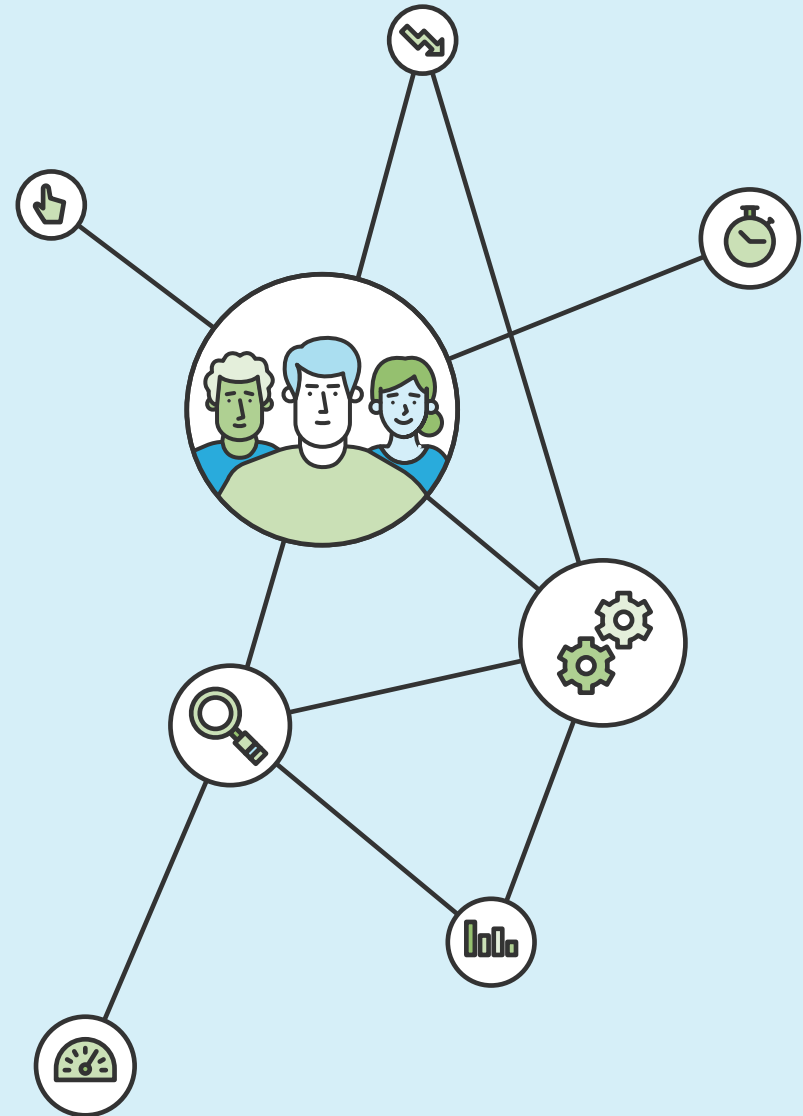| **Finance Team**	**Technology Team**	**HR Team**
Purpose	Culture	Culture
Culture	Leadership	Career
Recognition	Career	Team

Try this instead

Tailor insights and action to each team's unique needs.

Today's high-performing organizations embrace technology that allows them to identify what motivates each team. They can then take targeted action based on data that reveals a team's unique challenges.

Artificial intelligence programs analyze team data and provide recommendations for improving engagement.

With these systems, you and your organization's managers have resources to make an ongoing impact on your teams' engagement and performance.

Making the Change: Spectrum Health Heads Off Attrition by Taking Effective Action

SPECTRUM HEALTH

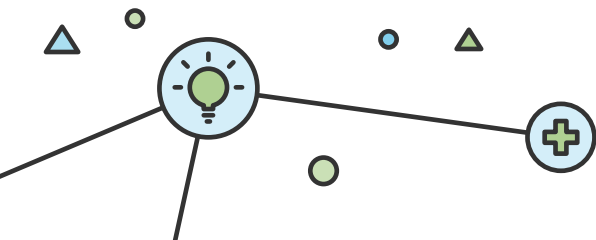## Industry
Healthcare

No. of employees
31,000

Mission
Spectrum Health is an integrated health system that strives to deliver personalized health made simple, affordable, and exceptional.

Challenge
Spectrum Health began its employee engagement program with an annual survey. But leaders quickly learned that this model didn't support the organization's goals, which were to ensure all of their employees, from administrative staff to physicians:

- Felt more belonging within the system
- Were included in the decision-making processes
- Understood why changes were happening

Due to Spectrum Health's large size, diversity of employees, and multiple locations—not to mention the healthcare system's need to always be evolving—leaders recognized that more frequent surveys would gather more relevant data and lead to effective change more quickly.

Solution

With Glint, Spectrum Health now surveys employees four times a year. Leaders have relied heavily on the platform's predictive analytics to help them understand where to focus, and to make action planning both easier and more effective.

With this new approach, employees said they felt heard and empowered once managers and leaders started implementing changes based directly on their feedback.

Results

Response rates have increased since Spectrum Health's first Glint survey. The organization's culture has shifted because leaders are clearly making employee engagement part of their everyday practice.
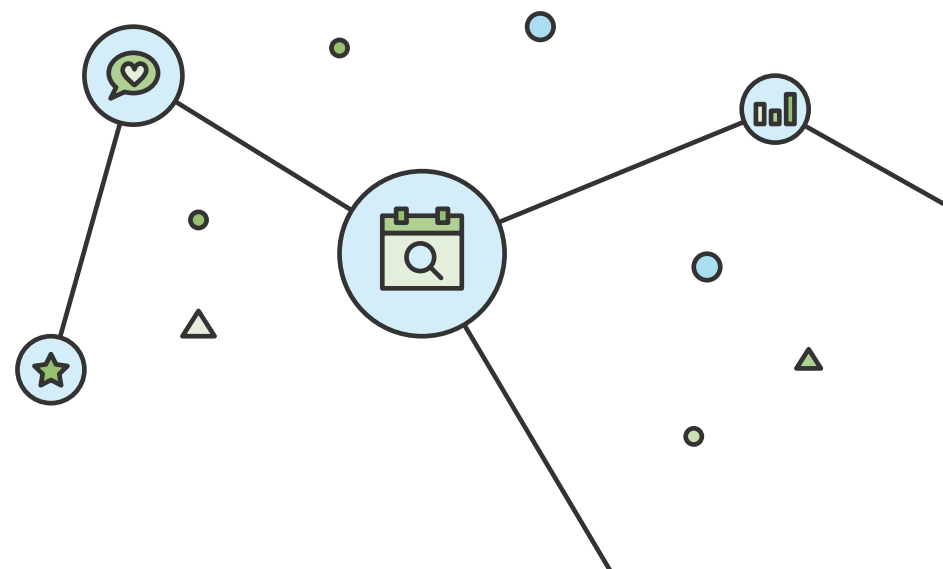
As just one example, the attrition rate of Spectrum Health's 200-person coding department has dropped since partnering with Glint. After the department's employees used the survey to express interest in working from home, director Leisa Kimbrough and other leaders got employees laptops to accommodate the request. In six months, roughly 90% of Leisa's team had taken advantage of the work-from-home option. Engagement scores rose, and now 85% of the employees work remotely full time.

"I wish I could have one-on-one conversations with all my 280 direct reports, but unfortunately, I don't have that time. Glint allows me to interact and get feedback from each and every one of them, and our employees have great feedback to give."

Josh Kooistra, DO
Senior Vice President and Chief Medical Officer, Spectrum Health

Glint is an innovative solution that supports thriving organizations

Don't let these bad habits get in the way of happy, successful employees and their positive impact on your business.

Glint's people-centric employee engagement platform equips HR partners, leaders, and managers with:

Frequent measurement of employee engagement—monthly, quarterly, or on your schedule.

Smart alerts and insights to surface retention, performance, and development risks, using data to see business-impacting challenges before they come to a head.

Local-level responses that reveal each employee group's unique engagement DNA and help you prioritize action plans.

Learn more.

http://www.glintinc.com

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