

Best Practices White Paper



Insights to help move
the performance needle

Assess Needs

Grow Revenue

Satisfy Customers

Create Leaders

Manage People

Optimize Projects

Measure Results



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3 Key Top Talent Retention Strategies

Our research surfaced six dimensions that are most critical to influencing retention. These dimensions must be infused into three major components that must be in place and aligned for an organization to achieve world class retention.

1. Manager Retention Practices

Our research consistently validated the reality that the manager plays a significant role in influencing the employee's commitment level and retention. There are a number of manager retention practices which will increase the probability that an employee will remain committed to an organization over time.

These retention practices represent the manager's actual behaviors on the job. This often has little to do with the amount of classroom training they have received. Furthermore, the best retention practices are not the same as the standard menu for good organizational management. Most organizations ask their managers to place productivity as the highest priority, underscored by the pressures to fulfill "our obligations to our investors."

Good retention practices focus not only on what the employee is contributing to the company, but also focus on how the manager can create a climate so that the employee is retained and committed on a long term basis. While enlightened leaders balance the needs of the organization with the needs of the employee, the truth is that these leaders are rare. Though managers play a very crucial role in retention, they do not control all of the factors that can affect attrition. Therefore, the second component represents the organization's responsibility in the retention equation.

2. Organizational Retention Systems

There are a number of organizational systems and processes that influence retention. Some of them are evident, such as the equity of pay scales. Other systems are less obvious, and their impact on retention is often unrecognized. For example, there is evidence that an organization's recruiting systems and processes can significantly impact retention ratios. These systems support the Manager Retention Practices, but they also increase the likelihood that employees are committed on a long term basis and are performing at their best.

3. Measurement and Accountability

Closely linked to the other components, this component ensures that retention becomes an on-going priority. Many organizations do not even know what their attrition rates are. And those that do often lack enough data to pinpoint where the problem is most severe, or to uncover the specific causes of attrition.

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For example, those organizations that measure attrition sometimes do not track it by length of service. The tenure patterns of the departing employees can reveal valuable information concerning the potential causes for attrition. Additionally, many organizations do not track attrition by occupational group other than by "manager" or "non-manager." This simple segmentation is often a crude one that does not provide the organization the refined information it needs.

Measurement goes hand in hand with accountability. Organizations must hold their managers personally accountable for retention. Likewise, they must hold their corporate staff accountable for developing, maintaining,

and upgrading their retention systems. When retention is relegated the status of being a "HR issue," it often falls to the bottom of the priority list for managers.

When it becomes one of their business goals, it takes on a new perspective. One example comes from one of the world's top hardware manufacturers. In a recent meeting, the new director of the telephone technical support group presented the following four new business goals to his management team. The first three were:

- Fulfill Technical Support Contract Obligations
- Maintain the Highest Level of Customer Satisfaction
- Manage Costs Aggressively

The fourth goal was to retain employees! After some discussion, the entire management team observed that they would not achieve the other goals if they could not achieve their retention goals. In another division of the same company, the senior managers' personal bonuses are calculated on the basis of their success at retaining their best people. When managers are held accountable in this fashion, it ensures that the motivation to examine and enhance their personal retention practices is ever present.

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We help make companies more competitive through people.

Founded in 1995 on the principle that training "by itself" will not drive tangible change or business results, we work with a select group of clients to get the most out of their people. Every training and consulting solution we provide increases revenue, decreases costs, or raises productivity.

Who we work with

Our clients are typically mid-market business leaders who believe that investing in people is vital to their success. The majority come from the high-tech, life-sciences, and service industries and often lack the internal resources or expertise to get the job done. They want more than what traditional training and consulting approaches can deliver.

What we do

We get results. Our one-stop-shop offerings range from creating a high performance culture, to outsourcing the training function, to designing and delivering targeted learning solutions. We excel in seven key practice areas: assessment, sales, loyalty, leadership, management, project management, and measurement.

How we do it

We partner with our clients in a way that makes sense for their unique situation. First we identify the key metrics they want to improve. Then we assemble a dedicated team of experts who have successfully solved similar problems with similar clients. Our expertise and flexibility allow us to move the performance needle faster and farther than anyone else in our industry.

Our Guarantee

We are fiercely devoted to the success of our clients and guarantee results.



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Our clients tells us that we are different.

Our clients tell us that we save them both time and money. Our clients tell us that they appreciate access to certified best-in-class experts who help them to move the needle.

Our sales clients

confirm that they have grown sales by 40%, increased units sold by 42%, increased average pricing by 12%, and closed over 50% of their pipeline.

Our customer loyalty clients

confirm that their customer revenue per household increased by 18%, repeat calls decreased by 48.4%, single contact resolution increased by 6.1% and their overall customer satisfaction increased by 10%.

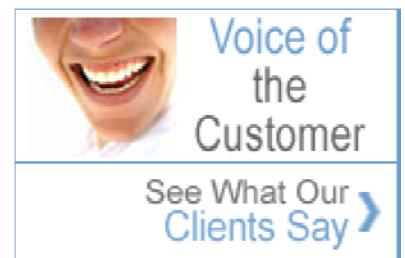
Our leadership and management clients

decrease their costs by up to 50%, increase speed-to-productivity by 60%, accelerate promotions by 20%, decrease unwanted attrition by up to 40%, and report an additional \$13m to their bottom-line.

Our project management clients

inform us that, by regularly completing projects that meet or exceed expectations, they have become an anomaly in the world where most projects disappoint or fail.

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We are fiercely devoted to the success of our clients and proud that over 85% of our business comes from repeat business with satisfied clients.



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98.2% recommend LSA

98% solution satisfaction

129% knowledge gain

800+ Assessment and Measurement Projects

45+ Client Case Studies

100+ Client Testimonials

Top 10% Certified Experts