



Predictive Retention: How to Know Before They Go

Dr Sheri Feinzig, IBM Smarter Workforce Institute

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Your speakers



Dr Sheri Feinzig
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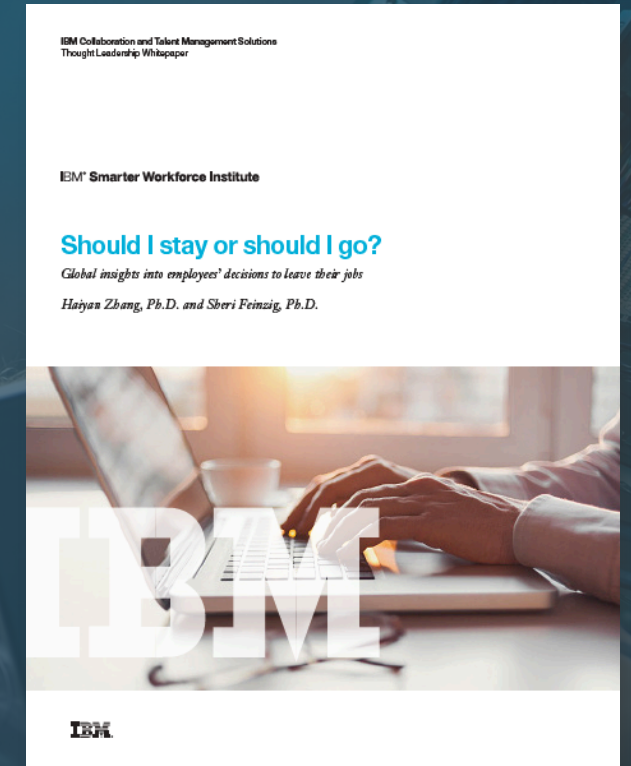


Linda M. Ginac
Chief Executive Officer
TalentGuard, Inc.

Today's webinar

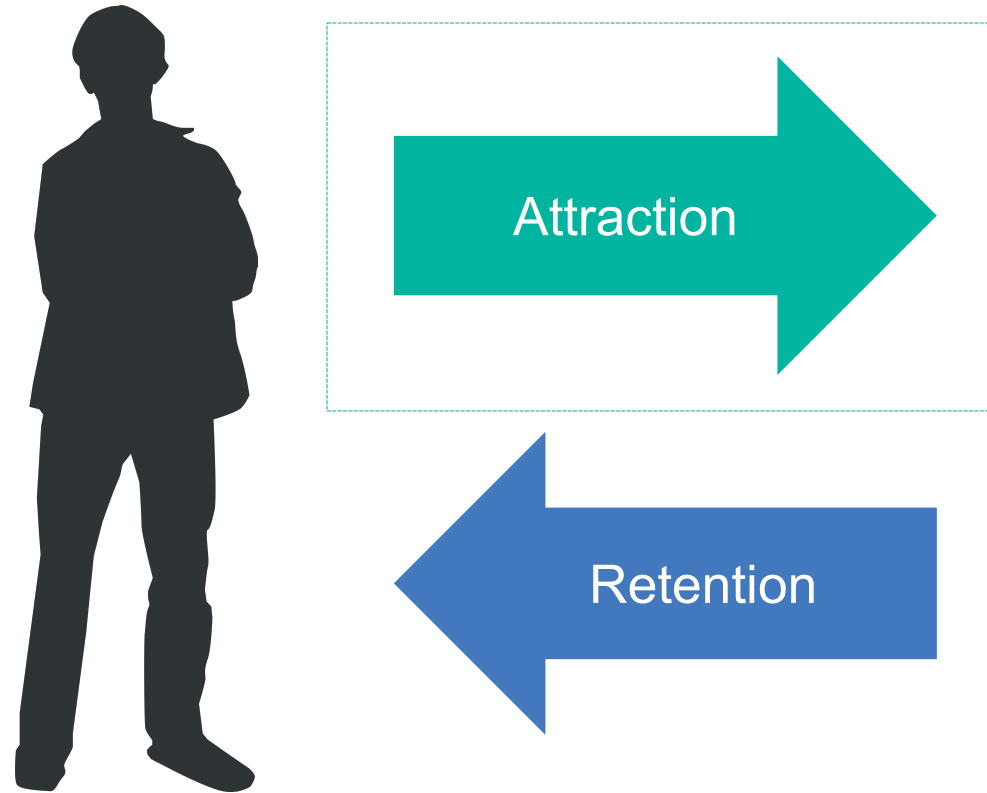
- Latest research into what causes people to leave
- Practical steps to retain talent
- A predictive retention model to improve talent retention
- The role of meaningful work in retention
- Motivating employees in career development

Latest retention research insights



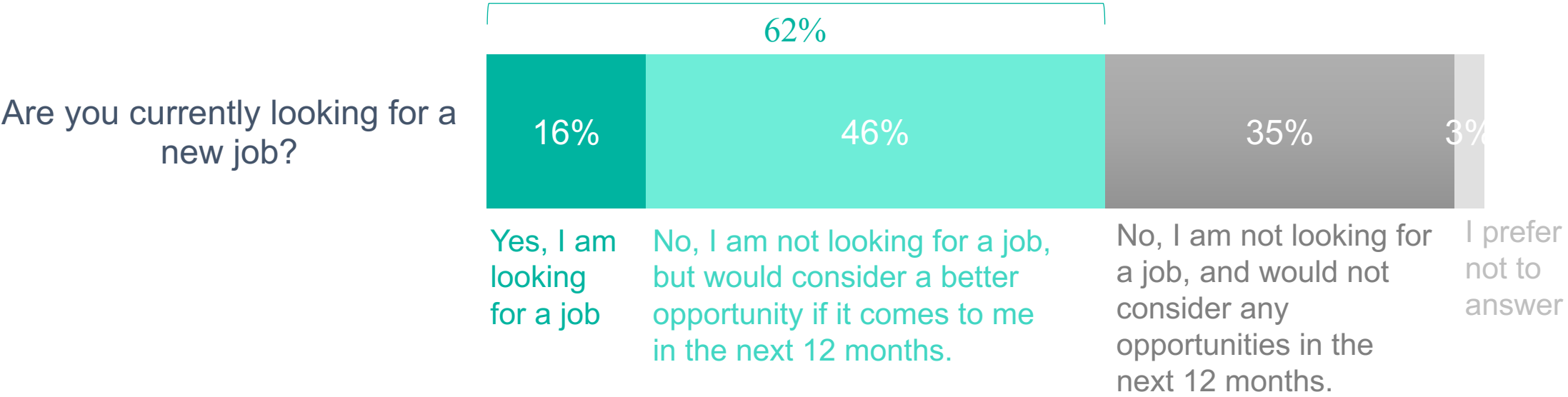
Full paper: <http://ibm.biz/why-leave>

Two forces acting on your talent



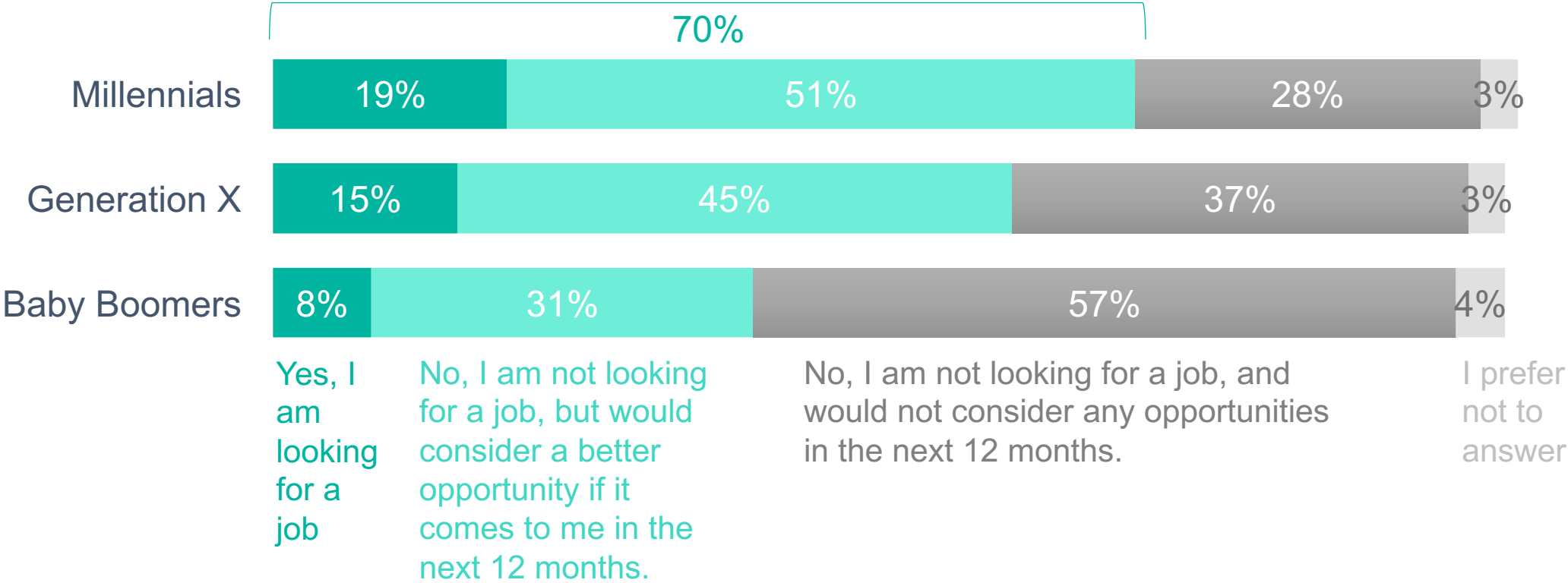
Source: IBM Smarter Workforce Institute (2017) Should I stay or should I go? Global insights into employees' decisions to leave their jobs

62% of employees could be tempted to take a new job



Source: WorkTrends™ 2016 global survey (n=22,466)
IBM Smarter Workforce Institute (2017) Should I stay or should I go? Global insights into employees' decisions to leave their jobs

Early career workers are more open to new job opps



Source: WorkTrends™ 2016 global survey (n=22,449)
IBM Smarter Workforce Institute (2017) Should I stay or should I go? Global insights into employees' decisions to leave their jobs

IBM Confidential



Top talent job attractors

What would make *high potentials* leave your current organization for a new job?

- | | |
|--|-----|
| 1. Better compensation and benefits | 77% |
| 2. Better career development opportunities | 74% |
| 3. To fully use my existing skills | 73% |
| 4. Better job security | 72% |

High potentials are much more likely than others to be attracted by opportunities to:

- | | |
|----------------------------------|-----------------------------|
| • Learn new skills | (71 percent vs. 60 percent) |
| • Have more job responsibilities | (69 percent vs. 52 percent) |
| • Try something new | (59 percent vs. 45 percent) |

 Attraction

Consistent top attractors by generation, but ...

Millennial		Generation X		Baby Boomer	
For better compensation and benefits	77%	For better compensation and benefits	78%	For better compensation and benefits	70%
For better career development opportunities	74%	For better job security	70%	For better job security	69%
If I could fully use my existing skills	70%	If I could fully use my existing skills	70%	If I could fully use my existing skills	64%
For better job security	69%	For better career development opportunities	68%	If I could learn new skills	63%
If the company had a reputation as a great place to work	69%	If I could learn new skills	64%	For more exciting and challenging work	57%
If I could learn new skills	64%	If the company had a reputation as a great place to work	63%	For better career development opportunities	54%
For more flexible working arrangements (e.g., hours worked, location worked)	64%	For more exciting and challenging work	61%	If the company had a reputation as a great place to work	53%
For more exciting and challenging work	63%	For more flexible working arrangements (e.g., hours worked, location worked)	56%	For a higher level position/more responsibility	45%
For a higher level position/more responsibility	60%	For a higher level position/more responsibility	56%	For more flexible working arrangements (e.g., hours worked, location worked)	44%

- Millennials and Generation Xers more likely to mention better career development opportunities
- Great employer brand more important job attractor for Millennials and Generation Xers
- Flexibility at work is an important job attractor for Millennials and Generation Xers

Source: WorkTrends™ 2016 global survey (n=22,449)

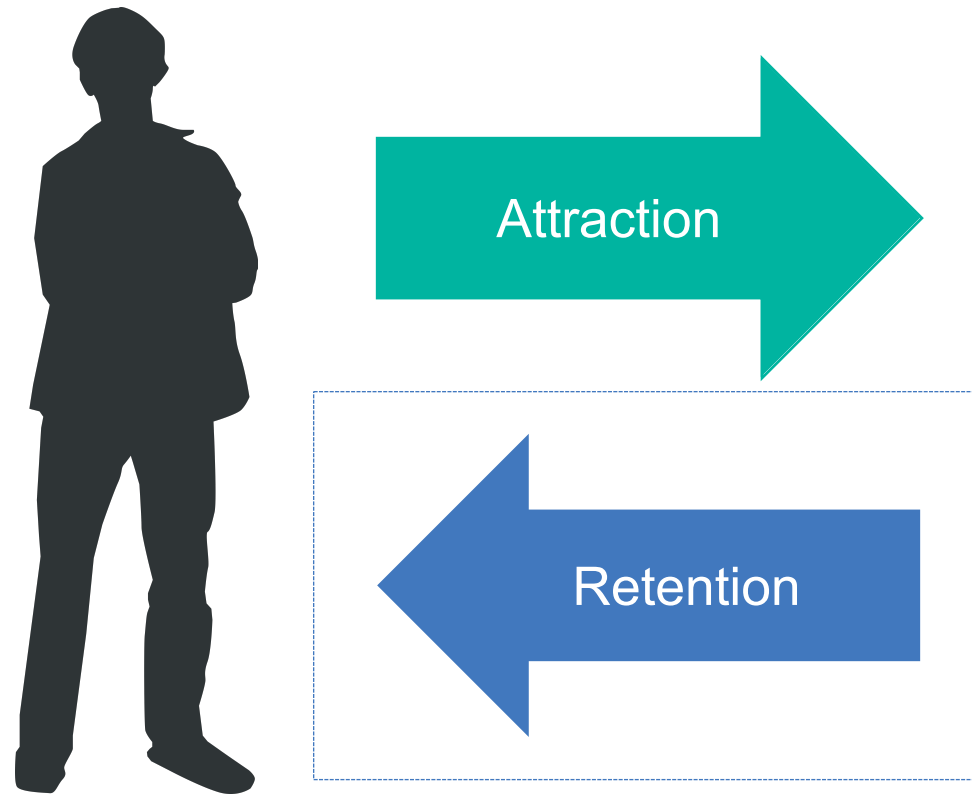
IBM Smarter Workforce Institute (2017) Should I stay or should I go? Global insights into employees' decisions to leave their jobs

Note: The survey asked "What would make you leave your current organization for a new job?" The chart shows the percentages of employees who reported whether the job attractors were very important or extremely important to them.



Attraction

Two forces acting on your talent



Source: IBM Smarter Workforce Institute (2017) Should I stay or should I go? Global insights into employees' decisions to leave their jobs

Most people are not leaving because of their managers

Those who voluntarily left their previous organization were asked:
Why did you leave your last organization?



Source: WorkTrends™ 2016 global survey (n=17,370)
IBM Smarter Workforce Institute (2017) Should I stay or should I go? Global insights into employees' decisions to leave their jobs
Note: The survey asked those who voluntarily left their previous organization the question, "Why did you leave your last organization?" Survey participants have the option to select all that apply.



Experience and engagement as retention drivers

Employee Experience

Perceptions employees have about their experiences at work, based on their interactions with the organization

Belonging

Purpose

Achievement

Happiness

Vigor

Employee Engagement

The extent to which employees care about, and are motivated to contribute to, their organization's success

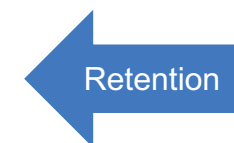
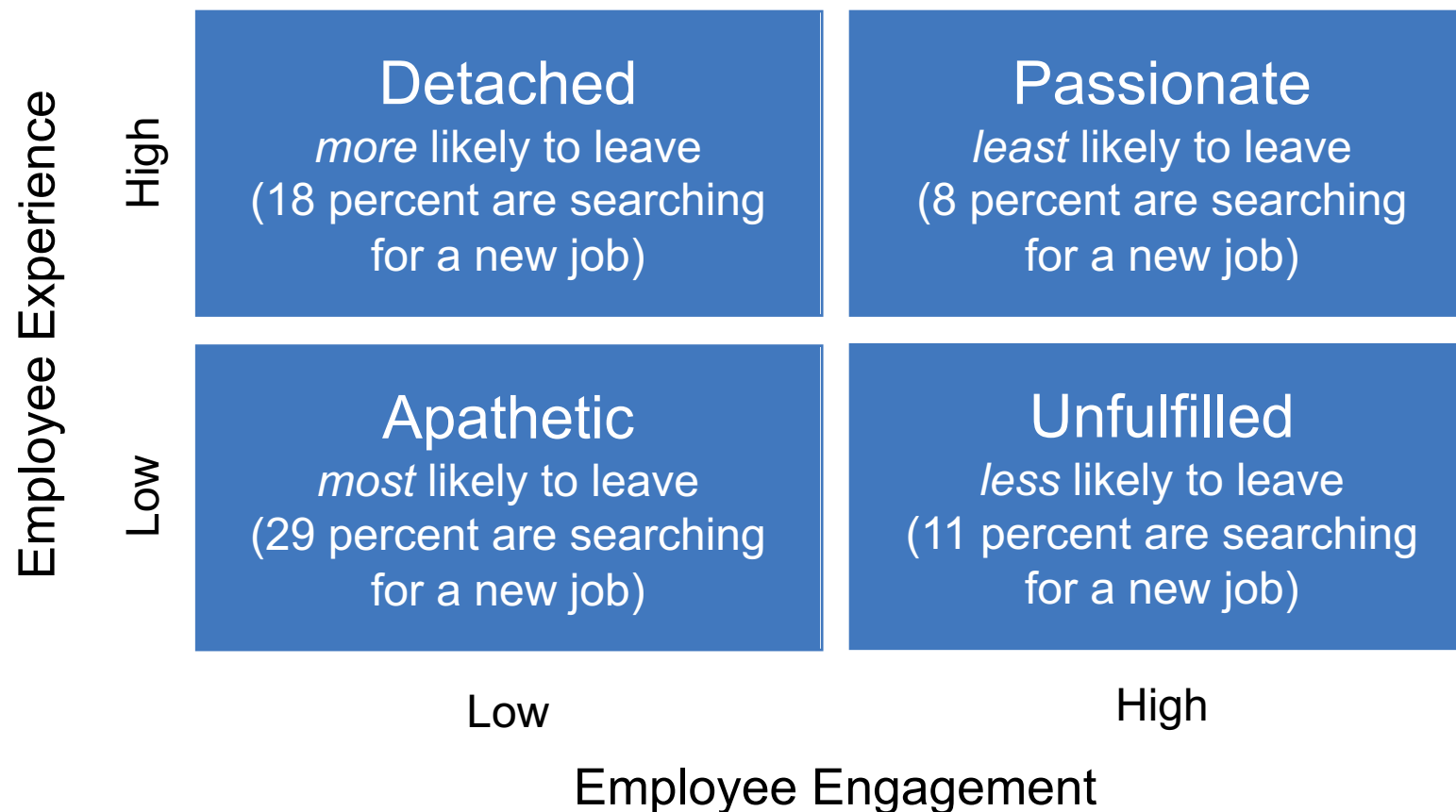
Pride

Satisfaction

Advocacy

Commitment

Passionate employees are least likely to quit



Source: WorkTrends™ 2016 global survey (n=22,315)

IBM Smarter Workforce Institute (2017) Should I stay or should I go? Global insights into employees' decisions to leave their jobs

Practical steps to retain talent



Practical evidence-based retention guidance

- **Use the right assessments** to increase person-job fit and person-organization fit during hiring.
- **Listen regularly and act on the voice of employees.** Understand employees' individual needs and use those insights to help create a positive and engaging experience. Be aware of the factors that may trigger an employee's voluntary departure.
- **Meet your own employees 'top attractor' factors**, including career development, opportunities to learn new skills and exciting, challenging work.

A predictive retention model to improve talent retention



“I want my job to make sense to me.”



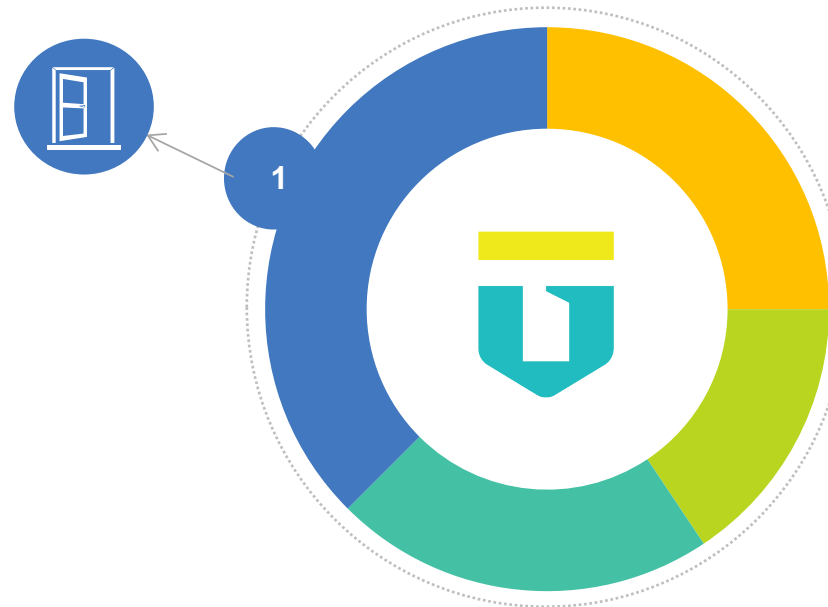
Employee Experience

Capitalize on data

Workforce Readiness

IBM Talent Frameworks

Link **job data** across HR functions, systems and **people** to better understand **the capabilities** of your workforce and ensure that you have **skills required** for business success.





Workforce
Readiness

Use Talent Frameworks to provide industry benchmarks, job taxonomy, skills & competencies and recommended proficiency levels

Industry Frameworks		General Competency Frameworks	
<ul style="list-style-type: none">• Banking & Financial Services• Construction• Consulting Services• Education• Energy (Oil & Gas / Fossil / Nuclear)• Healthcare• Hospitality• OEM Hardware Manufacturing	<ul style="list-style-type: none">• OEM Software• Insurance• Manufacturing• Media and Publishing• Pharmaceutical• Real Estate• Retail• Telecommunications	<ul style="list-style-type: none">• General Corporate Functions (HR, Finance, Legal, Sales)• Foundational• Information Technology (IT)• Customer Relationship Mgmt / Call Center	
Job Families (189)	Competencies (2,000+)		Skill Application Accelerators
<ul style="list-style-type: none">• Functional area with in each industry or expertise• 6 Job Bands for employees, management and executive matrices	Business	– 45	<ul style="list-style-type: none">• Learning References<ul style="list-style-type: none">• (Activities, Books, OJT, Web, References, professional groups, etc.)• SMART Development Goals• Coaching Tips• Interview Questions
	Individual	– 42	
	Management	– 23	
	Leadership	– 41	
	Functional/Technical	– 1900+	
Jobs Profiles (3000+)	<u>4 Levels of Proficiency</u> with 21 unique behavioral descriptors for action oriented skill observation, evaluation and communication.		
<ul style="list-style-type: none">• Job descriptions• Job profiles• Job responsibilities• Job focus			



“I want to be great at the work I’m asked to do and know that it has impact.”

Employee Engagement

Capitalize on data, science

Workforce Readiness

IBM Talent Frameworks

Link **job data** across HR functions, systems and **people** to better understand **the capabilities** of your workforce and ensure that you have **skills required** for business success.



Predictive Assessments

IBM Talent Assessments

Improve individual and business performance by developing more employees who have the **talents and skills**, and are likely to **perform** like my **top performers**.



Predictive Assessments

Assessments increase person-job fit, person-organization fit, identify skill strengths, assess gaps and predict outcomes.

TALENT GUARD

Talent Management Portal

Profile

My Workspace

Assessments

Goals

Performance

Feedback

Career Path

My Company

Question 1 / 10

Web Application Technology

Employee

Manager

Basic

Intermediate

Working Experience

Expert

Profile

My Workspace

Assessments

Goals

Performance

Feedback

Career Path

My Company

HTML 5.0

Question 1 of 38

Which of the following indicates the document type for an HTML5 page?

☐ <!DOCTYPE html PUBLIC "-//W3C//DTD HTML 5.0 Transitional//EN" "http://www.w3.org/TR/html5/DTD/html5-transitional.dtd">

☐ <!DOCTYPE html PUBLIC "-//W3C//DTD XHTML 1.0 Transitional//EN" "http://www.w3.org/TR/xhtml1/DTD/xhtml1-transitional.dtd">

☐ <!DOCTYPE html PUBLIC "-//W3C//DTD HTML Basic 5//EN" "http://www.w3.org/TR/html-basic/html-basic5.dtd">

☐ <!DOCTYPE HTML>

☐ <!DOCTYPE HTML PUBLIC "-//W3C//DTD HTML 5.0//EN" "http://www.w3.org/TR/html5/strict.dtd">

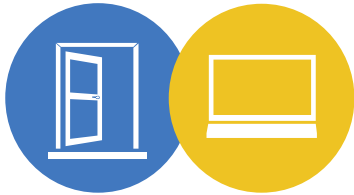
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TALENT GUARD

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https://demo8.talentguard.com/Pages/IBMKenexaAssessOnCloud.aspx#

Version: 7.16.6434.42874



Achieve the highest level of objectivity and credibility in the marketplace in a single talent profile

Profile

About

Timeline

Skills

Activity

Career pathing

Certifications

Assessments

Performance

Development goals

Improvement plan

Journal

Skills

Manager rated as Intermediate. You rated as Intermediate.

Beginner

Intermediate

Advanced

21 + Engineering

9 + Design

32 HTML/CSS

9 Social engagement

9 Storytelling

9 Agile development

9 Social engagement

Manager Review

Self

360 Review

Self

Validated

Manager Review

360 Review

Add another skill

Endorsements

HTML/CSS

Chad Currie, Creative Director - Marketing team

Request endorsement

Development options

Skill	Development option	Description
HTML/CSS	CSS in the New Internet Era	Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.
	Zeplin for Web Developers	Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.
Storytelling	How the Brain Remembers	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
Social engagement	Become a Twitter Influencer	Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor.

Learning courses

Completed

HTML for the Experienced

Sketching 101

Video Editing in Adobe

In progress

Building

Single view of the employee

Increase credibility by moving from subjective (self) to validated assessments and predictive outcomes

Assessment Summary

Assessment Complete!

You have completed the assessment. Please click the Continue button to return to your list of assessments.

Candidate Name:

Flo Progressive

Assessment:

HTML 5.0

Time To Complete:

00:13:52

Date Completed:

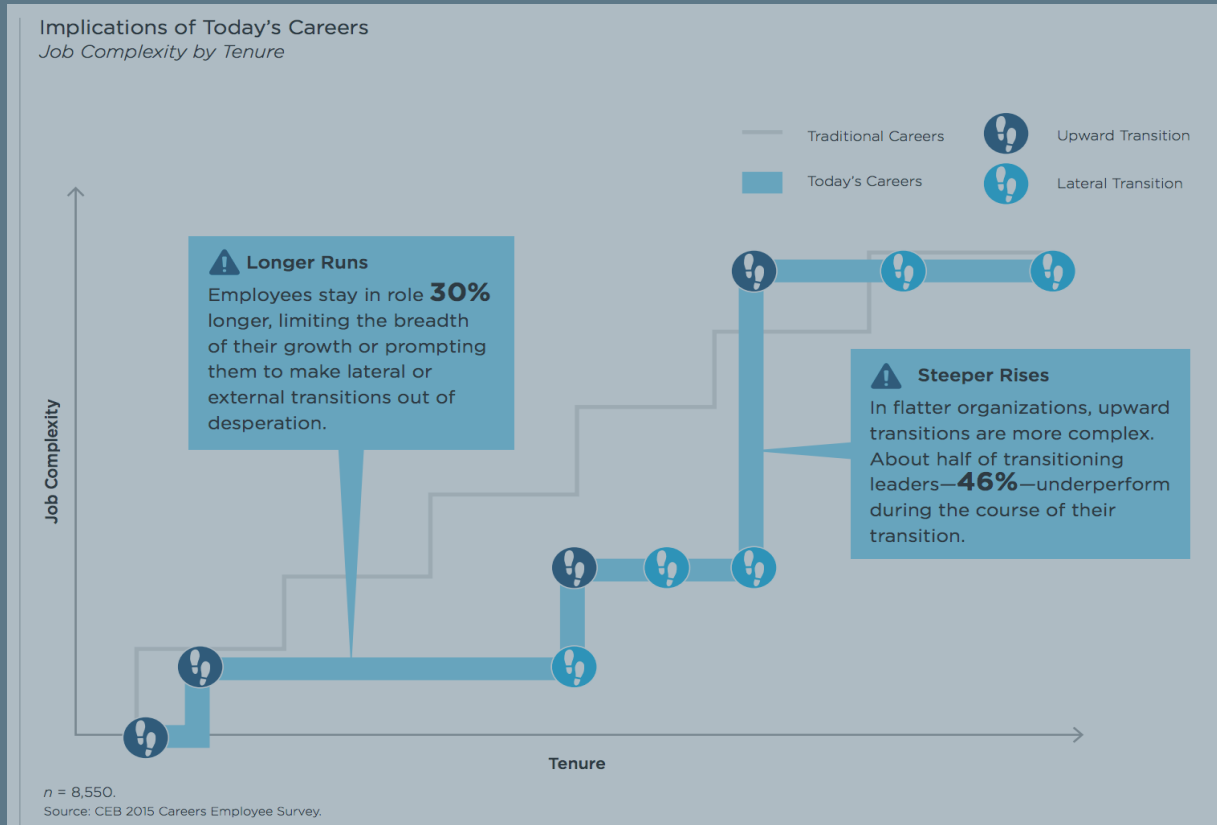
8/15/2017

Score:

85%

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“I want to develop professionally and engage with others.”



Employee Experience and Engagement

Capitalize on data, science and process

Workforce Readiness

IBM Talent Frameworks

Link **job data** across HR functions, systems and **people** to better understand **the capabilities** of your workforce and ensure that you have **skills required** for business success.

Accelerate Development

TalentGuard Career Pathing Software

Build customized **career paths** to **accelerate development**, improve the **employee experience** and **drive engagement**.



Predictive Assessments

IBM Talent Assessments

Improve individual and business **performance** by developing more employees who have the **talents and skills**, and are likely to **perform** like my **top performers**.



Career Path automatically recommends progression paths and job opportunities tailored for individual goals, aspirations, and skills

Accelerate Development

Find people, teams, help content

Share

Custom path to VP of Product

Last saved 2 seconds ago

Sequence

3rd step

Mgr of Communication
Team A - Marketing
85% Current Fit

Vacancy

Critical Role

Competitive Role

The Director of Communications has been added by a large number of coworkers. Competition may be unusually high for this role.

IGNORE Remove role

Director of Communi..
Team A - Marketing
42% current fit

Destination

VP of Product
Team C - Marketing
94% projected fit

Drag & drop role

Parking lot

Drag & drop role

Find roles

Search Browse Org chart

Recommended roles

Most common

Downward progression

Role, skill, name

Social Media Analyst
Team F - Marketing
97% projected fit

Compliance Manager
Team A - Marketing
55% projected fit

Communications Mana..
Team B - Marketing
74% projected fit

Show more

Mentors

Keep adding roles to display a personalized list of mentors.



Career Path automatically recommends progression paths and job opportunities tailored for individual goals, aspirations, and skills

Accelerate Development

TALENT GUARD

Find people, teams, help content

←

Stardom path

EDIT PATH

Career path

2-3 years

2018-2019

2-4 years

2020-2023

2-5 years

2022-2026

UX Designer

Team A - Marketing

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad

Show more

Currently in role

Other employees to talk to

Skills

+13

25 total

Manager I User Experience

Team A - Marketing

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad

Show more

Currently in role

Other employees to talk to

Skills

+7

32 total

Director Marketing

Team C - Marketing

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad

Show more

Currently in role

Other employees to talk to

Skills

+9

41 total

Chief Information Officer

Team C - I.T.

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad

Show more

Currently in role

Other employees to talk to

Skills

+20

61 total

Mentors for career path

Chad Currie

Product Manager

Team A - Marketing

George Mouse

Director

Team C - Marketing

A man and a woman in business attire are seen from behind, standing in front of a large window with a grid pattern. The man is on the left, wearing a dark suit, and the woman is on the right, wearing a light-colored top and dark skirt, holding a coffee cup. The background is a clear blue sky. The text "How to know before they go" is overlaid in white.

“How to know before they go”

Capitalize on data, science and process to directly impact retention.

Workforce Readiness

IBM Talent Frameworks

Link **job data** across HR functions, systems and **people** to better understand **the capabilities** of your workforce and ensure that you have **skills required** for business success.



Predictive Assessments

IBM Talent Assessments

Improve individual and business **performance** by developing more employees who have the **talents and skills**, and are likely to **perform** like my **top performers**.



Predictive Retention

IBM Talent Insights / TalentGuard's Data

Retain my best talent and **reduce turnover costs**. Anticipate why top talent might **leave** and take action to stop it.



Accelerate Development

TalentGuard Career Pathing Software

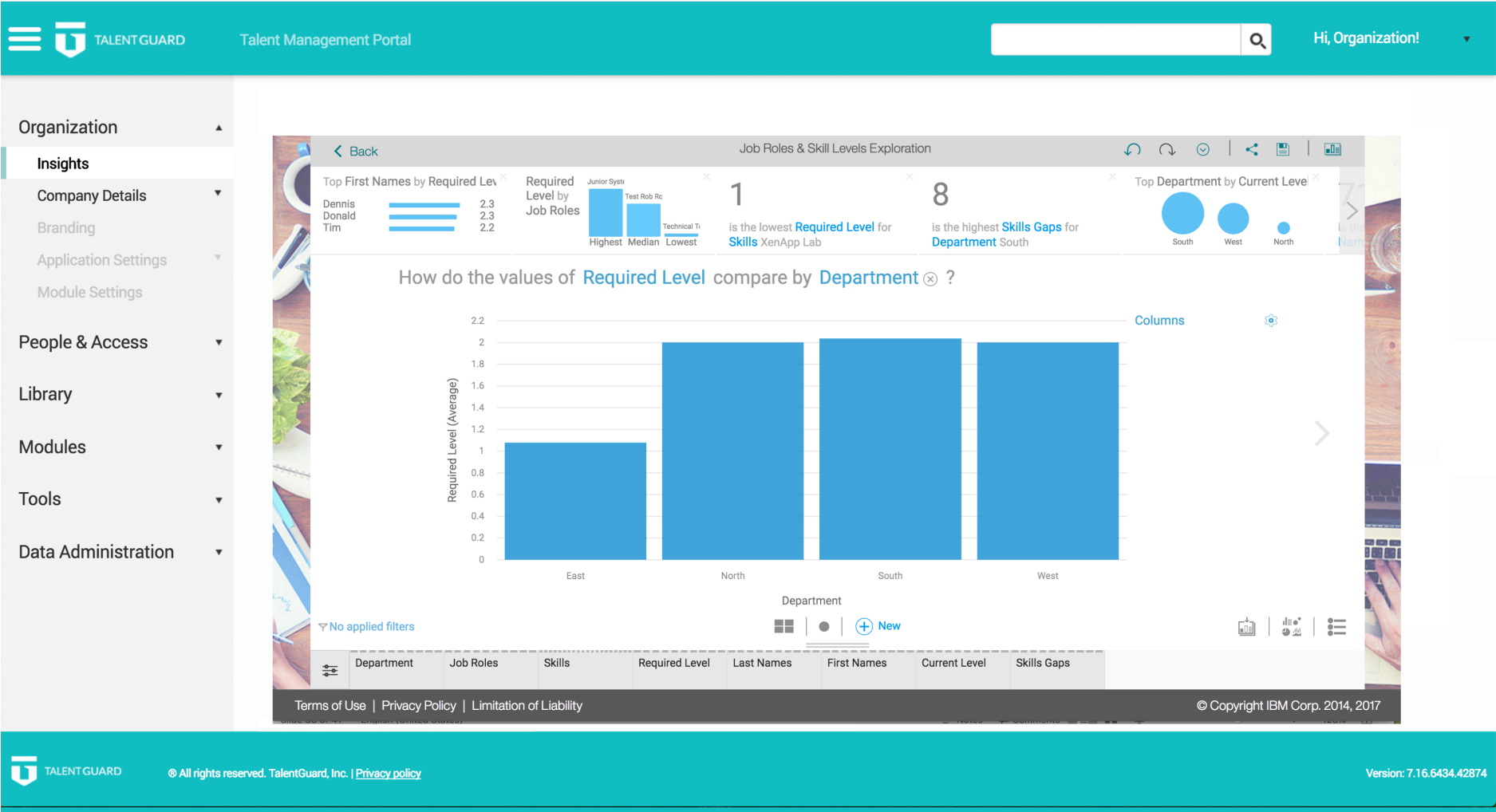
Build customized **career paths** to **accelerate development**, improve the **employee experience** and **drive engagement**.





Predictive Retention

Learns and predicts drivers to help with talent questions across topics like attrition, engagement, and performance.



The role of meaningful work in retention



Employee Retention

Career Development + Ability to Learn New Skills
+ Meaningful Professional Development

Motivating employees in career development



Passionate employees pay off

Detached <i>more likely to leave</i> (18 percent are searching for a new job)	Passionate <i>least likely to leave</i> (8 percent are searching for a new job)
Apathetic <i>most likely to leave</i> (29 percent are searching for a new job)	Unfulfilled <i>less likely to leave</i> (11 percent are searching for a new job)

High employee engagement

34% increase in share earnings (DEPS)

71% lower voluntary turnover



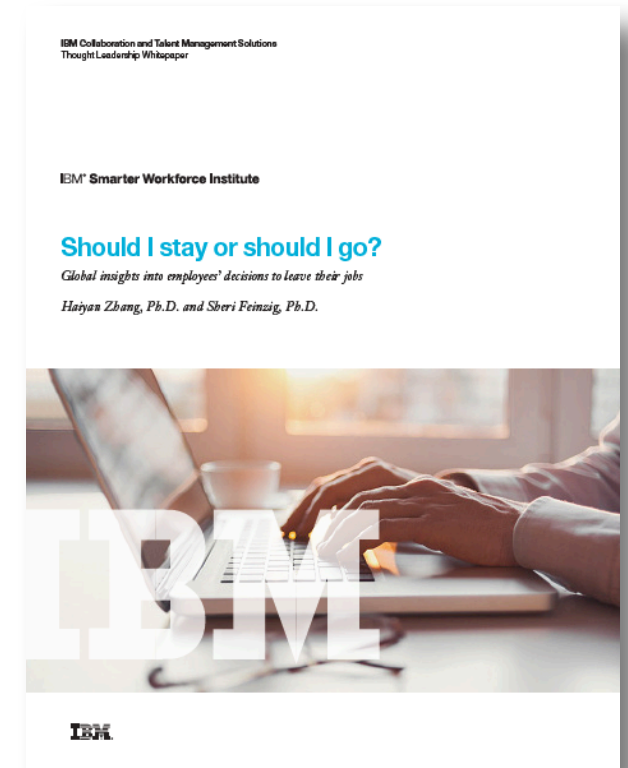
Positive employee experience

73% more likely to go above and beyond

32% more likely to be a high performer

What's next?

- Read the white paper
Download link: <http://ibm.biz/why-leave>
- Request a demo
www.talentguard.com/request-demo



Q&A



Predictive Retention: How to Know Before They Go

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