

**A Candid Discussion about
the 3 R's of HR work:
Retention, Recruitment &
Remote Employees**

Hosted by
terryberry
Engage · Reward · Succeed

with
Dr. Paul White

February 22, 2024

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A little about me:

- Psychologist
- Straightforward, Practical
- Like to have **FUN!**

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MISCONCEPTION

Employee Recognition Programs **DON'T WORK**
(in making individuals feel appreciated)

Authentic Appreciation

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CONFUSION IN THE MARKETPLACE

Diagram illustrating confusion in the marketplace:

- Top row: A nail (representing Employee Recognition) is transformed into a wrench (representing Authentic Appreciation), which is then transformed into a hammer (representing a combination of both).
- Bottom row: A person receiving a "Great job!" (representing Employee Recognition) is transformed into a person receiving a "Great job!" with a thumbs up (representing Authentic Appreciation), which is then transformed into a person receiving a "Great job!" with a thumbs up and a star (representing a combination of both).

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**Most
Employee
Recognition
Programs
DON'T WORK**
(in making individuals
feel appreciated)

Authentic Appreciation

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BOTH / AND → SYNERGY

Employee Recognition + Authentic Appreciation

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RETENTION

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Most managers (**89%**)
think employees leave
for more money

Only **12%** of
employees say they
leave for money



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RETENTION

66% Of Employees Would
Quit If They Feel
Unappreciated
(76% of Millennials)

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79%

of employees who quit their
jobs cite a **lack of appreciation**
as a **key factor** for their leaving



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The Great Resignation

A study by MIT found
not feeling appreciated was

3x

more likely to predict employee
attrition than compensation



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RECRUITMENT

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What Do Employees Want in a Workplace?

1. To be appreciated and recognized
2. Work-life balance
3. Appropriate pay and benefits
4. Job stability and security

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What Do Employees Want in a Workplace?

A recent study by the Boston Consulting Group:

For older, more experienced applicants, **being appreciated for their contributions** was one of the highest characteristics they desired in a job.

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Recruiting New Employees

Key Strategies for Finding Quality Employees:

- Referrals from current employees
- Referrals from friends & family*
- Use testimonials
- Let final applicants talk with future team members



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REMOTE EMPLOYEES

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Who is working remotely, hybrid, onsite*?

58% of U.S. workers are on-site and most of them can't adopt hybrid work.

52% of remote-capable U.S. employees are working hybrid

- 27% Exclusively Remote
- 52% Hybrid
- 21% Onsite

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*Gallup 2024

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State of Employee Engagement: 2023

Employee engagement continues to be low*

- In 2023, **33%** of employees were **engaged**.
- **16%** of employees in 2023 are **actively disengaged** workers.
- **On-site**, non-remote-capable workers have **far lower engagement** than others.
- For frontline workers, **time flexibility** matters more than **location flexibility**.

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*Gallup 2024

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Gallup: Key Trend for 2024

Developing a Long-term Strategy for Hybrid Employees

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Understanding Remote & Hybrid Employees

“Remote & hybrid employees” are not a homogenous group.

- Amount working remotely
- Role of employee
- Distance / Location
- Whether worked onsite previously

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Why Managing Remote & Hybrid Employees Is So Difficult

The Challenge of Effective Communication

- Clear communication is difficult enough
- Reduced frequency & availability
- Introduction of multimodal means

The Difficulties of Building & Maintaining Trust

- Reduced interaction (type & frequency)
- Reliance on self-report
- More proactive interaction required (individual and group)



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Downsides of Working Remotely

57%

Loneliness / Lack of social contact with colleagues



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Downsides of Working Remotely

12%

Difficulties in Collaborating & Managing, Brainstorming, Getting input



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Research: Remote vs. Onsite Employees Differences in How Appreciation is Desired

Keys to Effectiveness:

- Proactive
- Peers
- Personal

Recent Neuroscience



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VIRTUAL TEAMS

If at all possible:



Meet together in person occasionally.

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RESEARCH SUMMARY

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RESEARCH SUMMARY

- Employee engagement is low, especially among non-remote eligible employees.
- Solely paying employees more will not guarantee longer retention - they want to be appreciated.
- Remote/Hybrid employees are here to stay - have to learn how to stay connected with them.
- Unintended consequences of remote/hybrid work:
 - Lack of connectedness, loneliness
 - Difficulties in collaborating with colleagues

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ROOT PRINCIPLES

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ROOT PRINCIPLES

- Employees are people and have value beyond their production ability
- People are social beings - we need one another
- Feeling appreciated positively impacts how the organization functions

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MISCONCEPTION: The Goal of Appreciation



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To Make People Feel Good

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The Goal of Appreciation =
To create a healthy, well-functioning organization



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The Goal of Appreciation =
To create a healthy, well-functioning organization

- Tasks get done
- Goals are reached
- Team members work together well
- Problems are addressed, and challenges are overcome
- Turnover decreases
- Clients have positive experiences with you
- Productivity & profitability increase



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ROOT PRINCIPLES

- Employees are people
- People are social beings
- Feeling appreciated affects how the organization functions
- Appreciation ≠ Words

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MISCONCEPTION:



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The Reality*:

For **over 50%** of team members,
Words
are **NOT** the
main way they feel
appreciated



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*based on over 400,000 employees

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 **WORDS OF AFFIRMATION**

Personal, One-on-One

46%


Written Communication

KEY: Be specific.




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 **WORDS OF AFFIRMATION**

Public Affirmation

40% of employees do not want to go up in front of a large group to be recognized



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 **QUALITY TIME**

Focused Attention


26%

Companionship



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 **ACTS OF SERVICE**

21%



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 **TANGIBLE GIFTS**

Small things to show you are getting to know your colleagues and what they like


- Food
- Gift cards
- Hobbies & interests


7%



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 **PHYSICAL TOUCH**

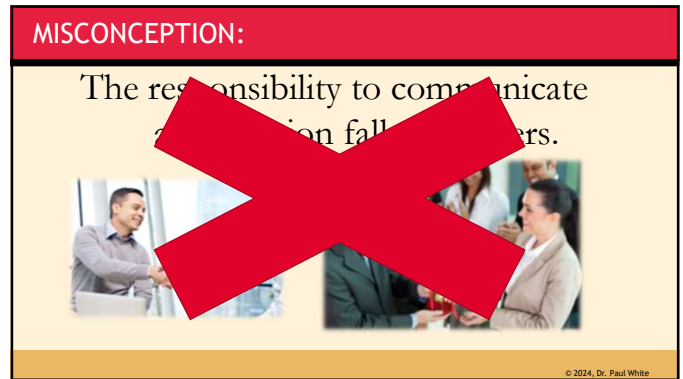


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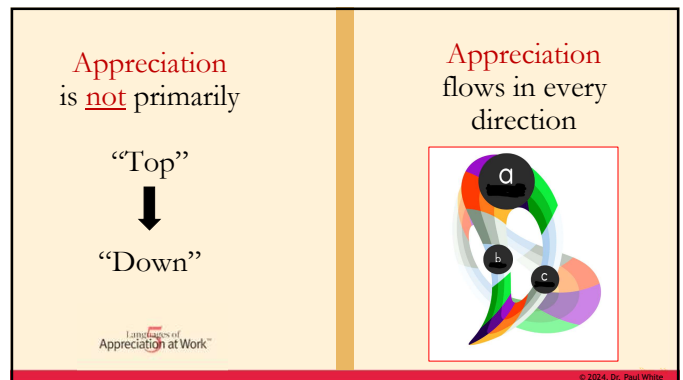
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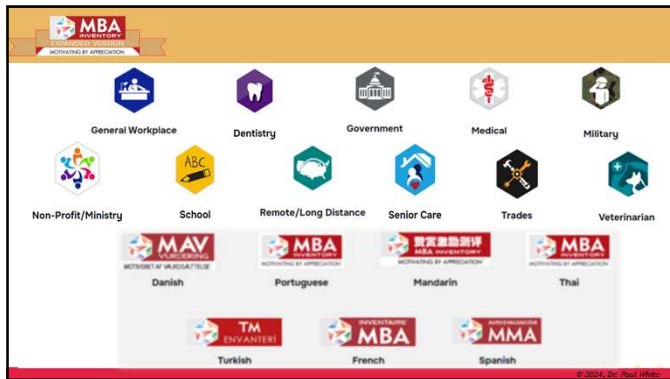
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FACT:

We absolutely know how to train **team members** to successfully communicate **authentic** appreciation.

(And have done so repeatedly in a wide variety of settings.)

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CLIENT LIST

- NASA
- PepsiCo
- LuLu Lemon
- Nationwide Insurance
- Federal, State & local gov't agencies
- Salvation Army
- 950+ colleges & universities
- Mayo Clinics
- St. Jude's Children's Hospital
- Outpatient medical clinics (hundreds)
- Lockheed Martin
- Caterpillar
- Lily
- Hewlett Packard
- L'Oreal

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Available Resources

- Books (just updated & revised)
- Codes for taking the *MBA Inventory*
- Training resources (online "train the trainer")

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For today's slides, a sample report, & copy of *NY Times* article: email yesdrpaul@gmail.com with **TerryBerry** in the subject line.

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