



Improve Employee Retention by Focusing on Core Day to Day & Bottom-Up Drivers!

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terryberry
Engage • Reward • Succeed

Presenter

Douglas Brown

Founder and President - Manage2Retain



Empowering People & Organizations to Thrive

- **100+ years** helping organizations recognize and engage their people
- **Engagement solutions** that work, with the data to prove it:
 - Recognition & Rewards
 - Surveys & Insights
 - Physical & Mental Well-being
- **Trusted by 40,000+ organizations** with millions of employees across industries



Agenda



Douglas Brown- Manage2Retain

Background

- Managerial Roles Manufacturing (Food Industry)
- Sales/Distribution: Chemicals, Ingredients,
- Employee Engagement (15 Years)
- Manage2Retain (3 Years)

Agenda

How Workplaces are Changing

Statistics and Trends

Science and Emotions

Managers—Employee Microcosm

The Daily EX



Changing Workplaces

- Technology and AI Advances and Impacts
- Increasing Stress, Burnout and Mental Health
- 5 Generations in the Workplace
- WFH/Hybrid Models
- M&A Activity and Competitive Pressures
- VUCA-Constant Change Implementations
- Changing Roles/Responsibilities



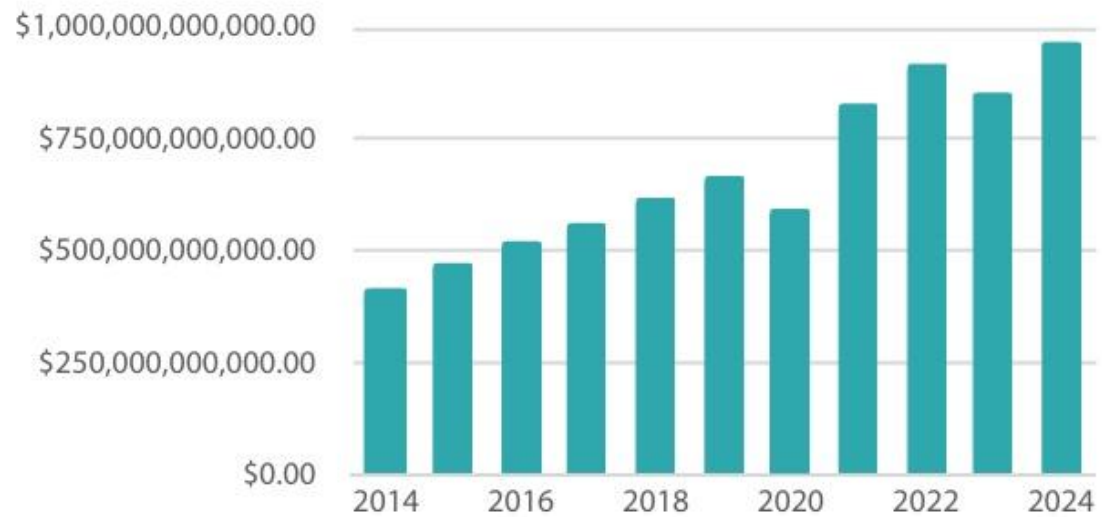
Changing Workforce Needs and Demands



- W-L Balance
- Remote Work
- Attractive/Rewarding EX
- Quality Relationships, Trust & Communication
- Career Growth Opportunities
- Empathy, Caring, EI & Psych Safety
- Independence/Autonomy

Costs

Cost of Turnover



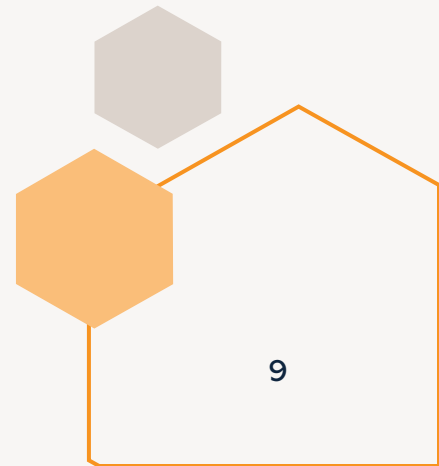
*Note: Costs of turnover reflect the average wages for each calendar year.



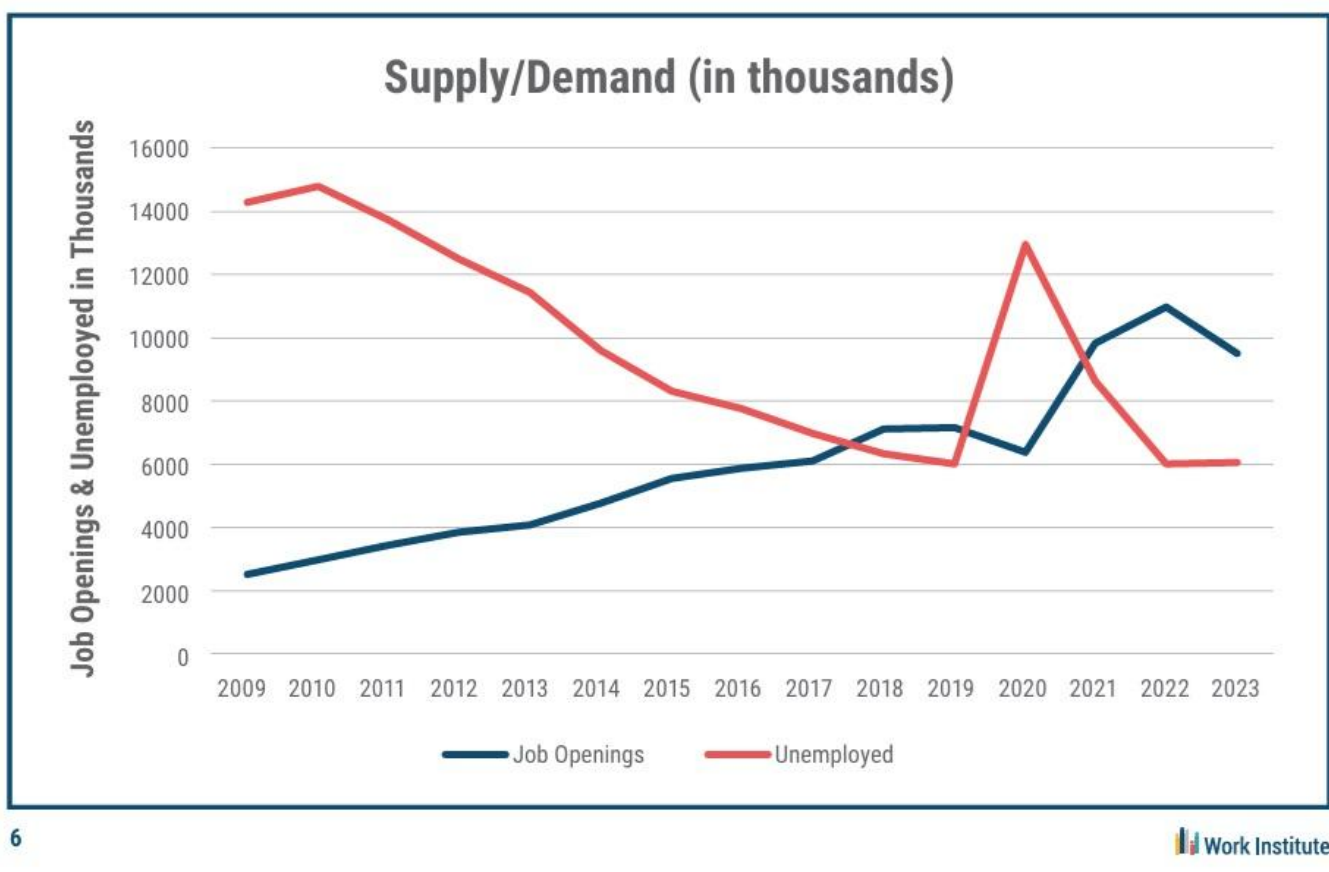
Global Leadership Reports



Talent and Economic Pressures Dominate CEO Concerns

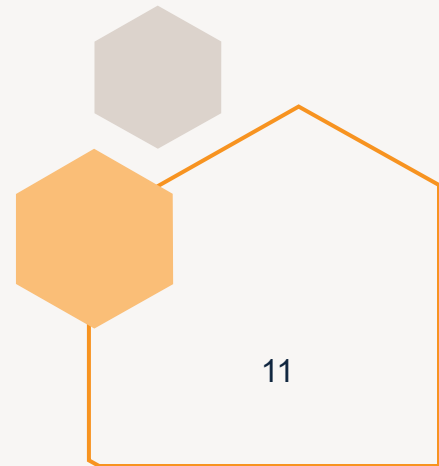


Labor Shortages/Recruitment Challenges



Global Leadership Reports

Trust in Freefall: A Critical Risk to Organizational Success Trust is the currency of organizational success, yet it is rapidly deteriorating in today's volatile global landscape. From 2022 to 2024, trust in immediate managers took a dramatic nosedive from 46% to 29%.



Global Leadership Reports

“Creating a psychologically safe environment where employees feel safe to share ideas, concerns, and feedback is critical to building trust.”

Source: Global Leadership Forecast 2025

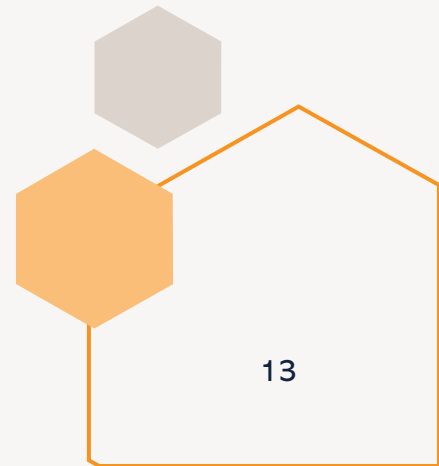
“Trust isn’t merely the byproduct of good leadership — it’s a prerequisite for driving employee engagement, collaboration, inclusion, and, critically, talent development.”

Source: Global Leadership Forecast 2025

State of the Global Workplace 2024

“Leaders who build strong and resilient cultures focus on... training their managers into effective coaches who consistently deliver meaningful individual feedback that inspires better future performance.”

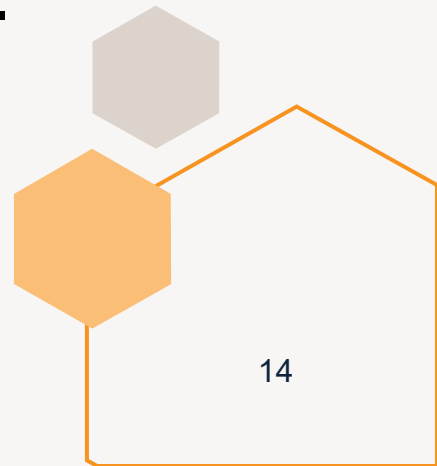
Organizations that invest strategically to support leaders' growth see marked improvements in leader effectiveness, engagement, and retention as well as organizational performance.



Global Leadership Reports

Our research highlights the transformative power of trust in building and developing talent:

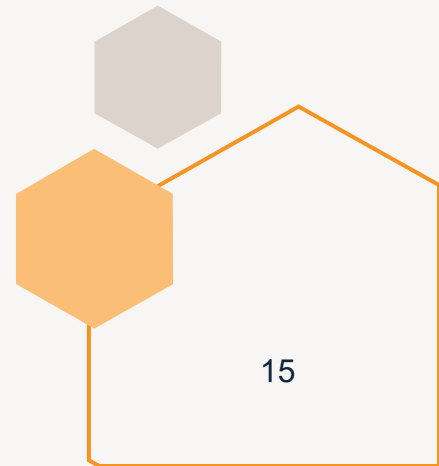
- Employees with managers who actively support their development are 11X more likely to trust their manager.
- Employees who receive feedback from their manager are 9X more likely to trust their manager.
- Employees with managers who are effective coaches are 9X more likely to trust their manager.



Top Five Work-Force Challenges

- a) High Employee Turnover
- b) Talent Acquisition & Skills Shortages
- c) Low Engagement and Productivity
- d) Absenteeism, Stress, and Burnout
- e) Manager Capability and Leadership Gaps

“These problems are interlinked — and they all connect to performance, profitability, and sustainability.”





WHY SHOULD YOU CARE

Why is this Important?

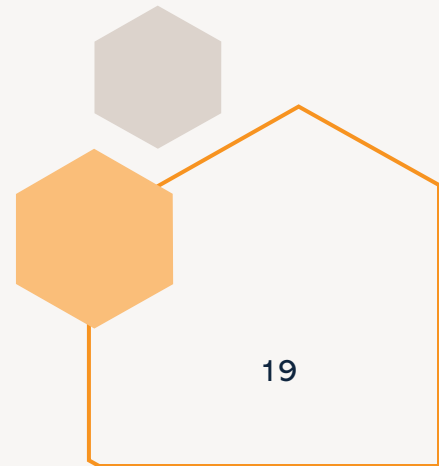
Top Impacts of Work-Force Challenges: Financial and Operational

- I. Continuity & Cost Control**
- II. Productivity & Innovation**
- III. Service Quality & Customer/Patient Outcomes**
- IV. Managerial Drag & Lost Leadership Bandwidth**
- V. Financial Outcomes Are Tied to Workforce Health**

“Every workforce problem eventually becomes a financial problem — and every retention/workforce win becomes a performance advantage.”

The Science of Employee Retention- **The Research**

Psychologists have told us for many years, people make most major decisions based more on feelings and emotions than on pure logic and reason



Emotions vs Logic- **The Research**



These individuals could **reason logically**, but they could not make even simple decisions (like where to eat).

Damasio concluded that “**emotion is essential to rationality.**”

His concept of “**somatic markers**” (bodily emotional responses) shows how feelings guide people toward beneficial choices and away from harmful ones.

Feelings vs Rational Decisions- **The Research**

We have two systems of thinking:

System 1 (fast, emotional, intuitive)

System 2 (slow, deliberate, logical)

Most decisions — even seemingly rational ones — are made using **System 1**, driven by intuition, emotions, and mental shortcuts (heuristics).



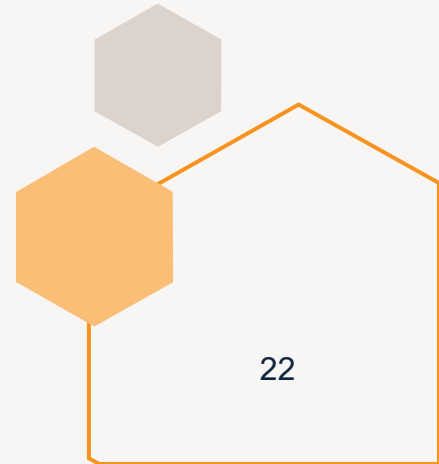
Using Psychologists Wisdom -**The Research!**

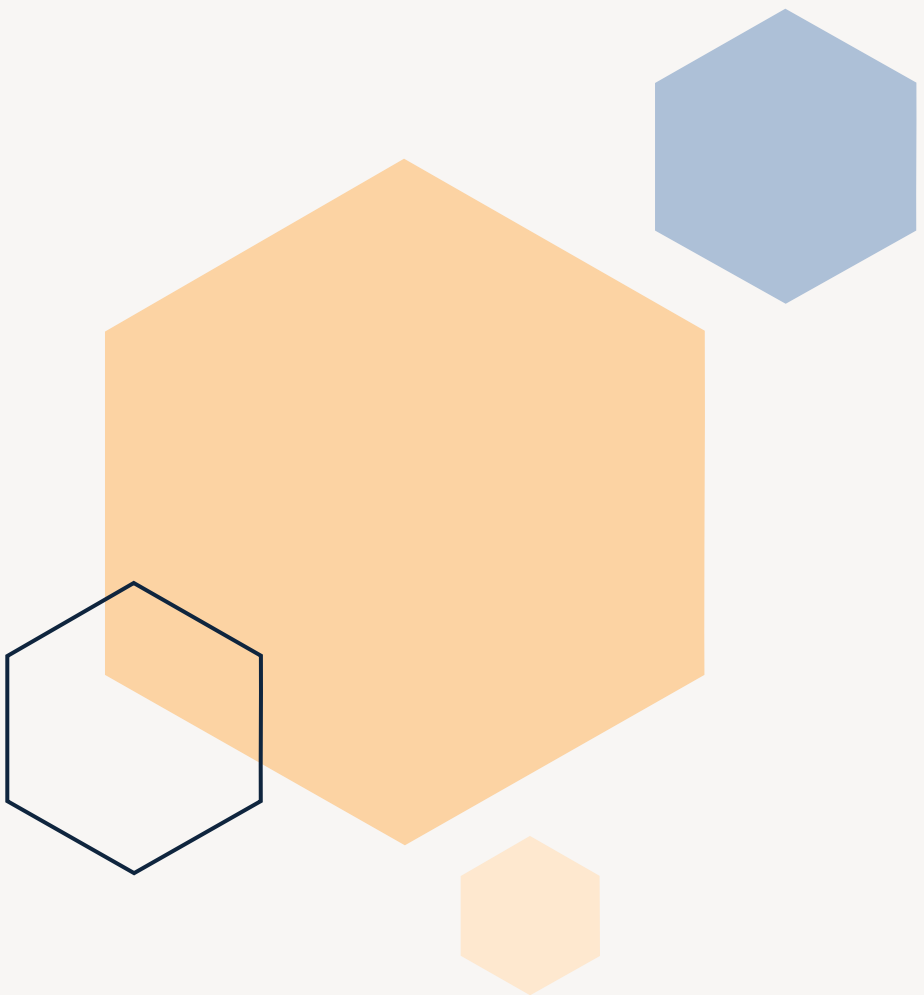


Behavioral Economics & Psychology

Prospect Theory (Kahneman & Tversky): People are more motivated by the **fear of loss (emotion)** than the potential of logical gains.

Decision Fatigue Research (Baumeister): When people are tired or stressed, they default even more heavily to emotions and gut feelings rather than rational analysis.





Emotions and Feelings Matter

It is Crucial to Build More Positive Emotions than Negative Emotions when the goal is Talent Retention



Meeting Unique Personal Needs, Interests and Goals to Generate Positive Emotions



Takuma Hayashi

Extroverted, Customer Service Focus



Graham Barnes

Needs Teamwork and Group Interaction. Always New Creative Ideas



Mirjam Nilsson

Interested in new Challenge and Career Growth Focused



Rowan Murphy

Values Appreciations and Acknowledgement



Flora Berggren

Prefers Independent Work, Concerned about Ailing Mother- Needs Flexible Hours



Elizabeth Moore

Needs alignment with Company Mission, Values and Purpose



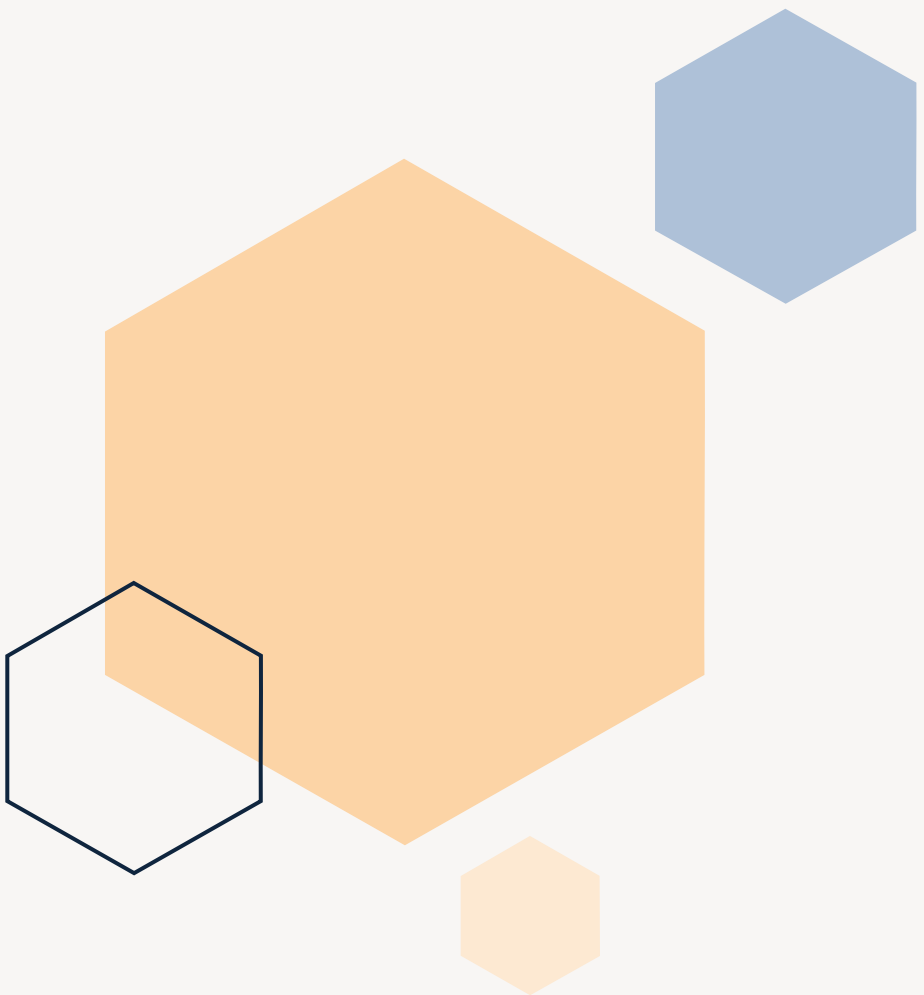
Rajesh Santoshi

Needs working from home options to avoid expensive commutes



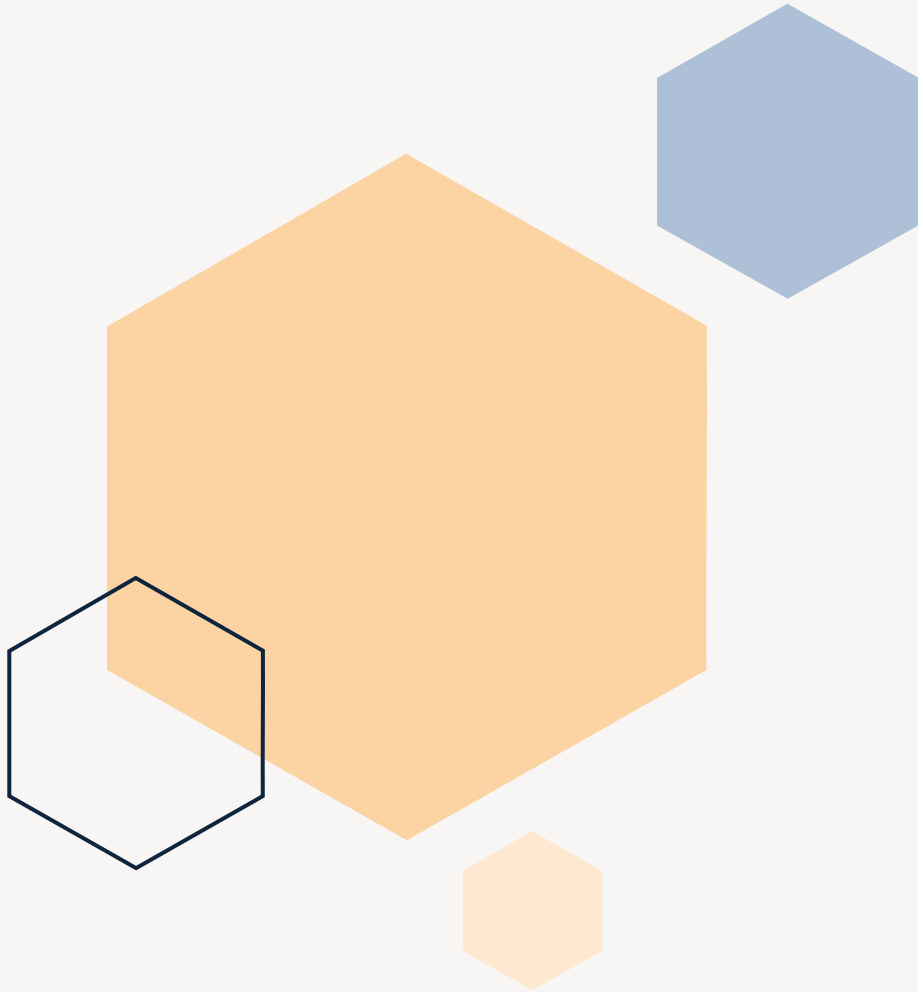
Robin Kline

Is a Relationship Person and Needs Communication and Trust



Questions / Comments

- Changing Workplace / Increasing Workplace Demands
- Generational Challenges / New Hire –Onboarding Concerns



Why the Day to Day Employee Experience is so Important to Employee Engagement, Turnover, Absenteeism and People Issues

Because this is what drives Positive and Negative Emotions

Positive Emotions

- Feeling valued and appreciated
- Trust in their manager and colleagues
- Recognition for contributions
- Opportunities for growth and learning
- A sense of purpose and belonging

Negative Emotions

- Lack of appreciation or feedback
- Micromanagement or lack of support
- Toxic peer culture or isolation
- Unclear expectations or changing priorities
- Feeling overworked or emotionally exhausted

**How do we Best Create The Positive
Emotions Needed for Career
Enjoyment**

**How do we Minimize The Negative
Emotions That Fuel Career
Frustration**



Top Down VS Bottom-Up Approaches

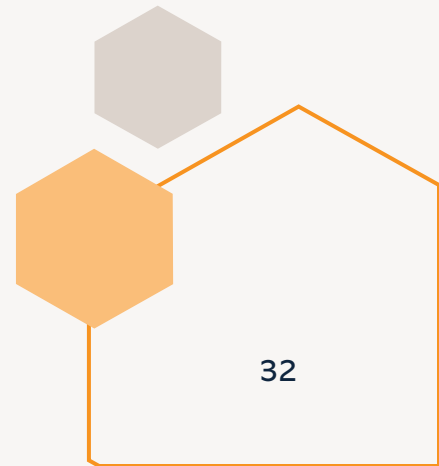


The Day To Day Employee Experience and Their Microcosm/Working Environment



What Today's Employees are Seeking

- **Connectedness and belonging** from regular team interactions
- **Career growth** through mentorship, cross-training, and clear development paths led by managers
- **Purpose and meaning** by linking individual contributions to team and organizational goals
- **Feeling valued** through everyday recognition and two-way communication
- **A rewarding work experience** shaped by trust, support, autonomy, and collaboration



The Importance of Manager-Employee Relationships

Key Points:

- Managers significantly influence employee satisfaction and retention.
- Gallup research shows that managers account for **70% of the variance in employee engagement.**
- Employees with positive relationships with their managers are **55% less likely to consider leaving (SHRM).**
- Trust and communication are the cornerstones of productive, engaged, and loyal teams.



KNOWING THE KEY
FACTORS CREATE
TRUST AND STRONG
WORKING
RELATIONSHIPS

WHY and HOW Managers are so Crucial To People Emotions and Retention

SOME EXAMPLES

1. Managers Directly Impact Employee Engagement

Statistic: Employees who are **highly engaged** are **87% less likely to leave their company**. *(Source: Gallup)*

2. Managers Control Workplace Culture & Psychological Safety

3. Managers Influence Career Growth & Development

Statistic: 94% of employees say they would **stay at a company longer** if it **invested in their career development**. *(Source: LinkedIn Learning Report)*

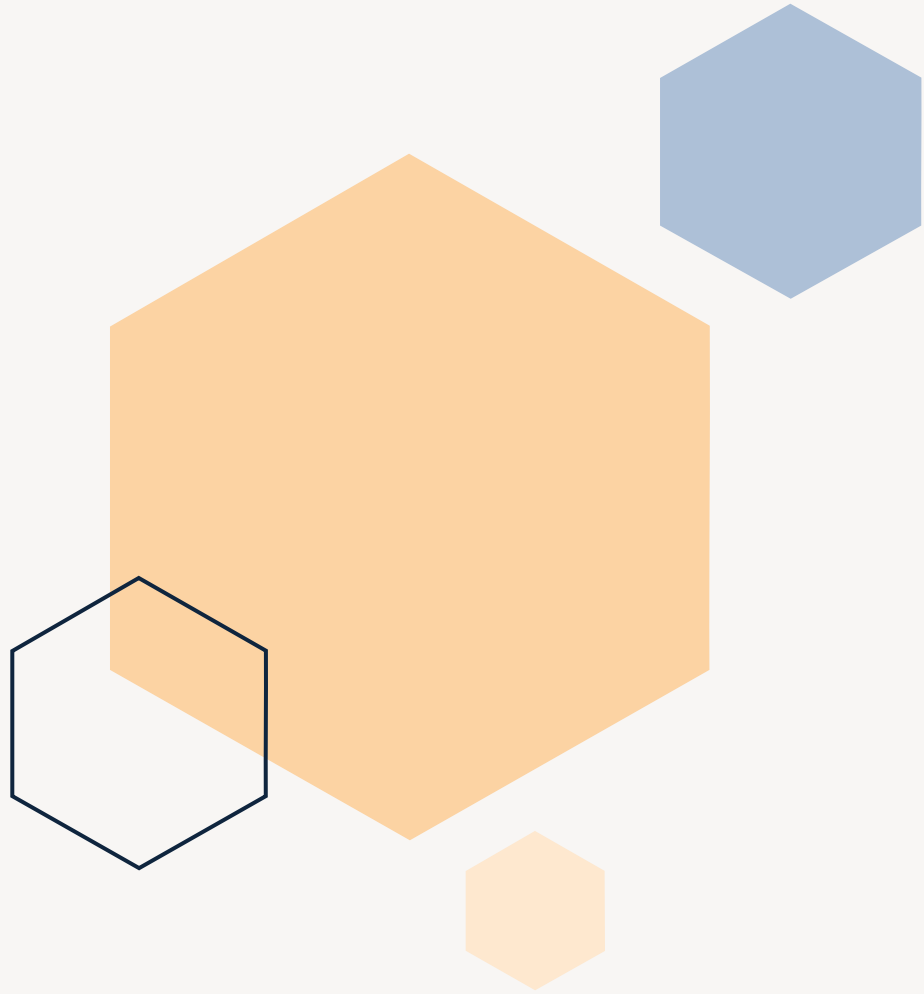
4. Managers Shape Work-Life Balance & Well-Being

Statistic: Employees with **poor work-life balance** are **2.5x more likely to leave their job**. *(Source: Harvard Business Review)*

5. Managers Control Employee Recognition & Motivation

Statistic: 63% of employees who feel **unrecognized** at work are **actively looking for new jobs**. *(Source: WorkHuman Research)*





Are Your Managers Disengaged ?

New Statistic I heard yesterday is that 75% of Managers are now considered disengaged

The Power of One-on-One Manager-Employee Conversations



- Understanding Unique Needs and Expectations
- Frustrations and Concerns
- Individual, Personal Goals and Interests
- Provide Performance Feedback
- Recognize Achievements
- Support Work-Life Balance



Awareness: Recent Study and Discrepancies

Managers Feelings and
Thoughts

Vs

Employees feelings and
Thoughts

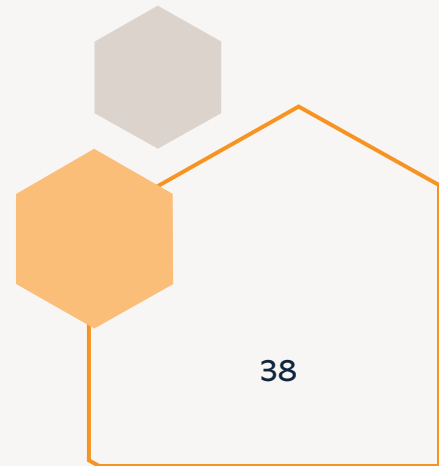


Three Steps to Manager Success !!

1. Manager-Employee Diagnostics
2. Education/Training
3. Activities and Processes



Good Better Best



Summary/Conclusions

- Workplaces are Changing-Turnover and Absenteeism are on the Rise and Engagement is Dropping
- Workforce Needs and Demands are Coming to the Forefront
- Psychologists Advice Building the Right Emotions
- Day to Day Experiences Crucial to Retention Success
- Bottom-Up vs Top-Down Solution Approaches



A collection of four hexagons: a large orange one in the center-left, a medium blue one above it, a small orange one below it, and a white one with a blue outline to the left of the orange one.

Special Offer

**Get a Free One-to-One Structured Manager-
Employee Conversation Guide**

OR

**Complimentary Diagnostic
to Help Managers Build Trust, Relationships
and Retention**

[https://calendly.com/dbrown-125/30-minute-
arrange-free-1-on-1-manager-employee-
conversation](https://calendly.com/dbrown-125/30-minute-arrange-free-1-on-1-manager-employee-conversation)



Thank you

Douglas Brown

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