

# Stabilizing Your Workforce: Reducing Turnover, Absenteeism & Burnout — How to Reduce Risk and Protect Performance

terryberry



Presented by

Douglas Brown  
Manage2Retain  
President/Owner



Host: Terryberry

# 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



# Douglas Brown

President & Founder, Manage2Retain



# Workforce instability is a business risk— not an HR issue

- Today's Reality (2026 Environment)
- Labor shortages
- Aging workforce
- Burnout and stress
- Hybrid complexity
- Generational differences
- Losing new hires in short tenure
- Turnover and Absenteeism
- Economic pressure

**Financial, Operational and  
Client/Patient Impacts**



# The Problems and Costs are Growing

- Turnover down from Pandemic levels but still unstable or rising
- Absenteeism increasing with Stress, Burnout and MH
- Engagement declining

**NOT ISOLATED EVENTS ...but related to work design, leadership, etc**



# The Cost of Workforce Instability

- **Turnover: 1.5–2x salary**
- **Absenteeism: \$2,600–\$3,600/employee**
- **Productivity loss**

**Most  
organizations  
underestimate  
true cost**

# Turnover Costs

Manufacturing Turnover Cost Impact Chart (USD)										
Turnover Rate	50 Employees	100 Employees	150 Employees	200 Employees	250 Employees	300 Employees	350 Employees	400 Employees	450 Employees	500 Employees
5%	\$150,000	\$300,000	\$450,000	\$600,000	\$750,000	\$900,000	\$1,050,000	\$1,200,000	\$1,350,000	\$1,500,000
7.50%	\$225,000	\$450,000	\$675,000	\$900,000	\$1,125,000	\$1,350,000	\$1,575,000	\$1,800,000	\$2,025,000	\$2,250,000
10%	\$300,000	\$600,000	\$900,000	\$1,200,000	\$1,500,000	\$1,800,000	\$2,100,000	\$2,400,000	\$2,700,000	\$3,000,000
12.50%	\$375,000	\$750,000	\$1,125,000	\$1,500,000	\$1,875,000	\$2,250,000	\$2,625,000	\$3,000,000	\$3,375,000	\$3,750,000
15%	\$450,000	\$900,000	\$1,350,000	\$1,800,000	\$2,250,000	\$2,700,000	\$3,150,000	\$3,600,000	\$4,050,000	\$4,500,000
17.50%	\$525,000	\$1,050,000	\$1,575,000	\$2,100,000	\$2,625,000	\$3,150,000	\$3,675,000	\$4,200,000	\$4,725,000	\$5,250,000
20%	\$600,000	\$1,200,000	\$1,800,000	\$2,400,000	\$3,000,000	\$3,600,000	\$4,200,000	\$4,800,000	\$5,400,000	\$6,000,000
22.50%	\$675,000	\$1,350,000	\$2,025,000	\$2,700,000	\$3,375,000	\$4,050,000	\$4,725,000	\$5,400,000	\$6,075,000	\$6,750,000
25%	\$750,000	\$1,500,000	\$2,250,000	\$3,000,000	\$3,750,000	\$4,500,000	\$5,250,000	\$6,000,000	\$6,750,000	\$7,500,000
27.50%	\$825,000	\$1,650,000	\$2,475,000	\$3,300,000	\$4,125,000	\$4,950,000	\$5,775,000	\$6,600,000	\$7,425,000	\$8,250,000
30%	\$900,000	\$1,800,000	\$2,700,000	\$3,600,000	\$4,500,000	\$5,400,000	\$6,300,000	\$7,200,000	\$8,100,000	\$9,000,000
32.50%	\$975,000	\$1,950,000	\$2,925,000	\$3,900,000	\$4,875,000	\$5,850,000	\$6,825,000	\$7,800,000	\$8,775,000	\$9,750,000
35%	\$1,050,000	\$2,100,000	\$3,150,000	\$4,200,000	\$5,250,000	\$6,300,000	\$7,350,000	\$8,400,000	\$9,450,000	\$10,500,000

# Absenteeism/Sick Leave Rising

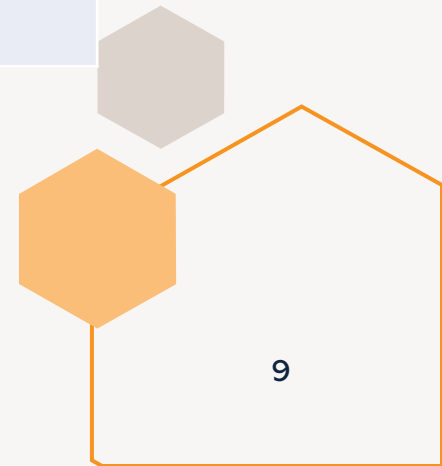
**Manufacturing Absenteeism Cost Impact Chart (USD)**

Absenteeism Rate	50 Employees	100 Employees	150 Employees	200 Employees	250 Employees	300 Employees	350 Employees	400 Employees	450 Employees	500 Employees
2.00%	\$75,000	\$150,000	\$225,000	\$300,000	\$375,000	\$450,000	\$525,000	\$600,000	\$675,000	\$750,000
2.50%	\$93,750	\$187,500	\$281,250	\$375,000	\$468,750	\$562,500	\$656,250	\$750,000	\$843,750	\$937,500
3.00%	\$112,500	\$225,000	\$337,500	\$450,000	\$562,500	\$675,000	\$787,500	\$900,000	\$1,012,500	\$1,125,000
3.50%	\$131,250	\$262,500	\$393,750	\$525,000	\$656,250	\$787,500	\$918,750	\$1,050,000	\$1,181,250	\$1,312,500
4.00%	\$150,000	\$300,000	\$450,000	\$600,000	\$750,000	\$900,000	\$1,050,000	\$1,200,000	\$1,350,000	\$1,500,000
4.50%	\$168,750	\$337,500	\$506,250	\$675,000	\$843,750	\$1,012,500	\$1,181,250	\$1,350,000	\$1,518,750	\$1,687,500
5.00%	\$187,500	\$375,000	\$562,500	\$750,000	\$937,500	\$1,125,000	\$1,312,500	\$1,500,000	\$1,687,500	\$1,875,000
5.50%	\$206,250	\$412,500	\$618,750	\$825,000	\$1,031,250	\$1,237,500	\$1,443,750	\$1,650,000	\$1,856,250	\$2,062,500
6.00%	\$225,000	\$450,000	\$675,000	\$900,000	\$1,125,000	\$1,350,000	\$1,575,000	\$1,800,000	\$2,025,000	\$2,250,000
6.50%	\$243,750	\$487,500	\$731,250	\$975,000	\$1,218,750	\$1,462,500	\$1,706,250	\$1,950,000	\$2,193,750	\$2,437,500
7.00%	\$262,500	\$525,000	\$787,500	\$1,050,000	\$1,312,500	\$1,575,000	\$1,837,500	\$2,100,000	\$2,362,500	\$2,625,000
7.50%	\$281,250	\$562,500	\$843,750	\$1,125,000	\$1,406,250	\$1,687,500	\$1,968,750	\$2,250,000	\$2,531,250	\$2,812,500
8.00%	\$300,000	\$600,000	\$900,000	\$1,200,000	\$1,500,000	\$1,800,000	\$2,100,000	\$2,400,000	\$2,700,000	\$3,000,000

# Track and Measure the Soft Metrics NOT just the Hard Metrics

Soft Metrics	Hard Metrics
Attitude	Absenteeism
Productivity	Stress
Disengagement	Turnover
Complaints – Conflicts	Financial Costs- Operational Impacts

**Indirect/Hidden costs often exceed direct**



# Operational Impacts

- Staffing Gaps
- Missed Targets
- Overtime Dependency
- Lack of Knowledge and Experience
- Quality issues: Errors, Mistakes, Rework

**Workforce instability = operational instability**

# Customer-Patient Impacts

**Service Inconsistency**

**Errors**

**Satisfaction Declining**

**Lack of Knowledge and Experience**

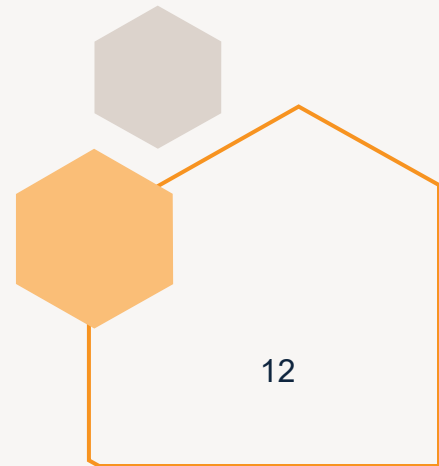
**In healthcare HCAHPS scores and Funding**

**Workforce = experience delivery system**

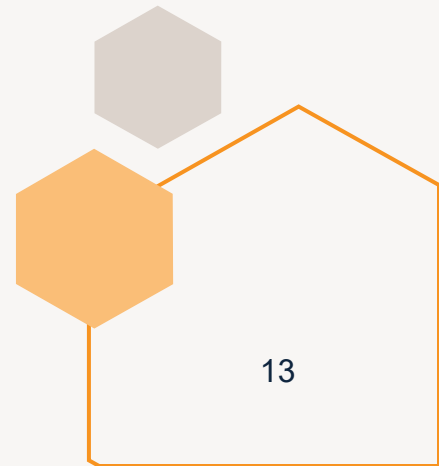
# The Vicious Cycle

**Poor fit / poor leadership / workload / unmet needs and expectations/ poor daily experience**

- accumulation of negative feelings (vs +ve ones)
  - workload and overtime
  - disengagement
  - productivity decline
  - quality issues
  - absenteeism
  - burnout
  - turnover
- Labor/skill shortages
- Recruitment challenges
- financial and operational loss



# Root Causes : The Continuum Model



# Workforce Challenges Exist Because

- They are Treated as Symptoms
- Ownership and Role Clarity is Unclear
- Solution Options are not Practical, don't Provide Needed Direction or Required Data and insights are Not Available
- Financial impact is Not Fully Visible
- Leaders are Focused on Other Priorities

# 4 Main Factors to Focus on For Talent Attraction and Retention



1. **Pre- Hire Processes**
2. **Compensation and Benefits**
3. **Onboarding**
4. **Post Hire (Beyond 12 - 10 Months) Holistic**



# Why Current Approaches Fail

## Common Reactive Approaches

- exit interviews
- surveys
- pay increases
- wellness programs

## Why They Don't Work


- too late
- not actionable
- ignore daily experience
- don't have appropriate follow up action

Treating symptoms, not causes

# Improving Workforce Challenges Key Drivers

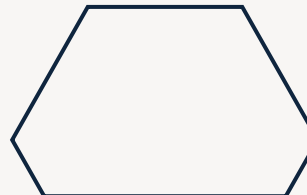


1. **Compensation-Benefit Packages**
2. **Manager Impact**
3. **Daily Work Experience**
4. **Emotional Drivers**
5. **Work Designs and Systems**

A decorative graphic on the left side of the slide consists of a cluster of hexagons in various colors: light blue, orange, beige, light grey, dark blue, and white. Some hexagons are solid, while others are outlined.

# **What do you Want and Need from Employees?**

- **Motivation and Inspiration**
- **Strong Trust, Communication and Relationships**
- **Loyalty and Tenure**
- **New Ideas/Suggestions, Efficiencies and Innovations**
- **Teamwork and Collaboration**
- **Commitment and Dedication**
- **Reliability and Consistency**
- **What Else?**



A decorative graphic on the left side of the slide consists of a cluster of hexagons in various colors: light blue, orange, brown, grey, dark blue, and white. Some hexagons are solid, while others are outlined. The pattern is arranged in a roughly triangular shape pointing downwards.

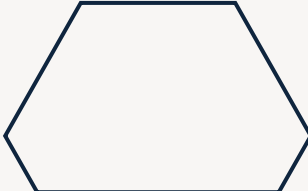
# What do you Want and Need from Your Managers

**Achieve Performance Results**

**Accomplish Goals and Objectives**

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**What else ? Build a work environment that drives Motivation, commitment, collaboration, trust, loyalty ... this is done through people skills and the right processes**

A single white hexagon with a black outline is positioned at the bottom center of the slide.

# 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

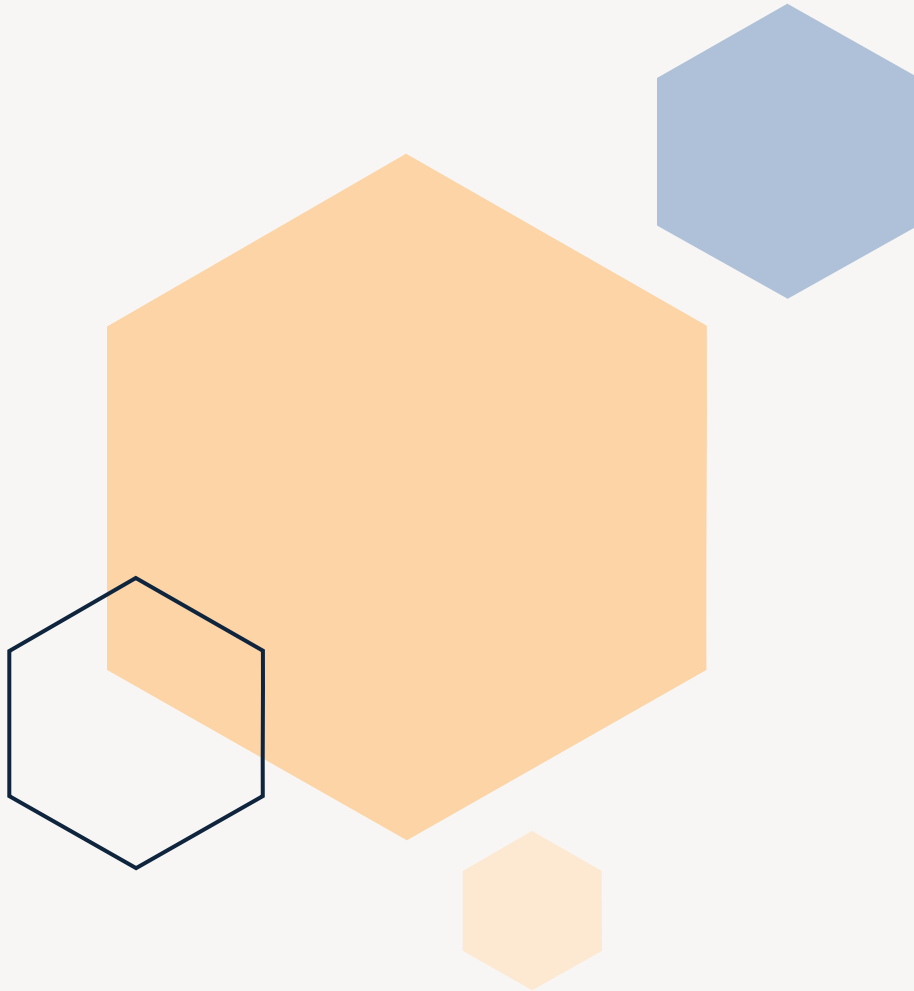
**Statistic:** Employees with **poor work-life balance** are **2.5x more likely to leave their job.** *(Source: Harvard Business Review)*

### 5. Managers Control Employee Recognition & Motivation

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



# Top Employee Needs and Expectations



Worklife Balance and Schedule Flexibility

Clear Priorities and Objectives

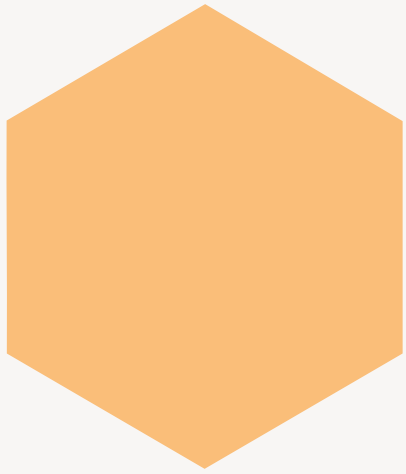
Psychological Team Safety and Communication

Growth- Upskilling Opportunities

Trust and Strong Working Relationships

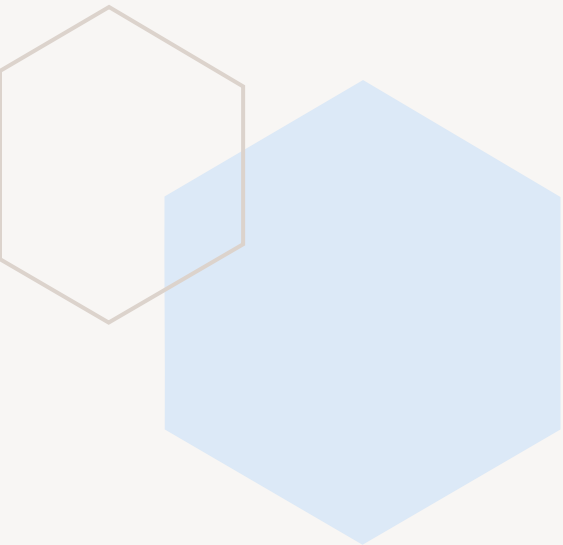
Autonomy and Independence

Feeling Valued and Appreciated



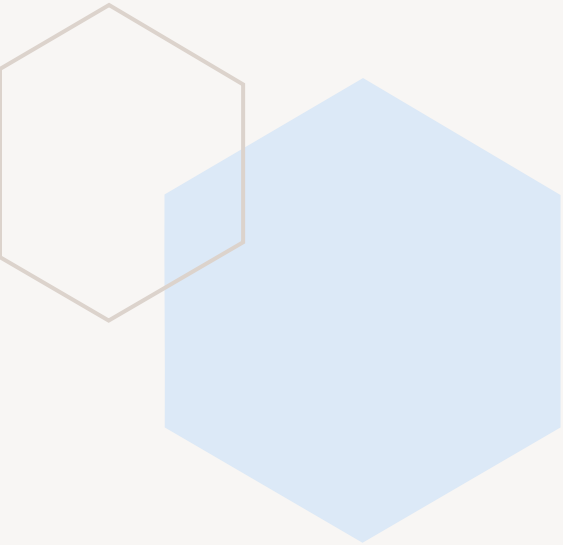
# Role Clarity

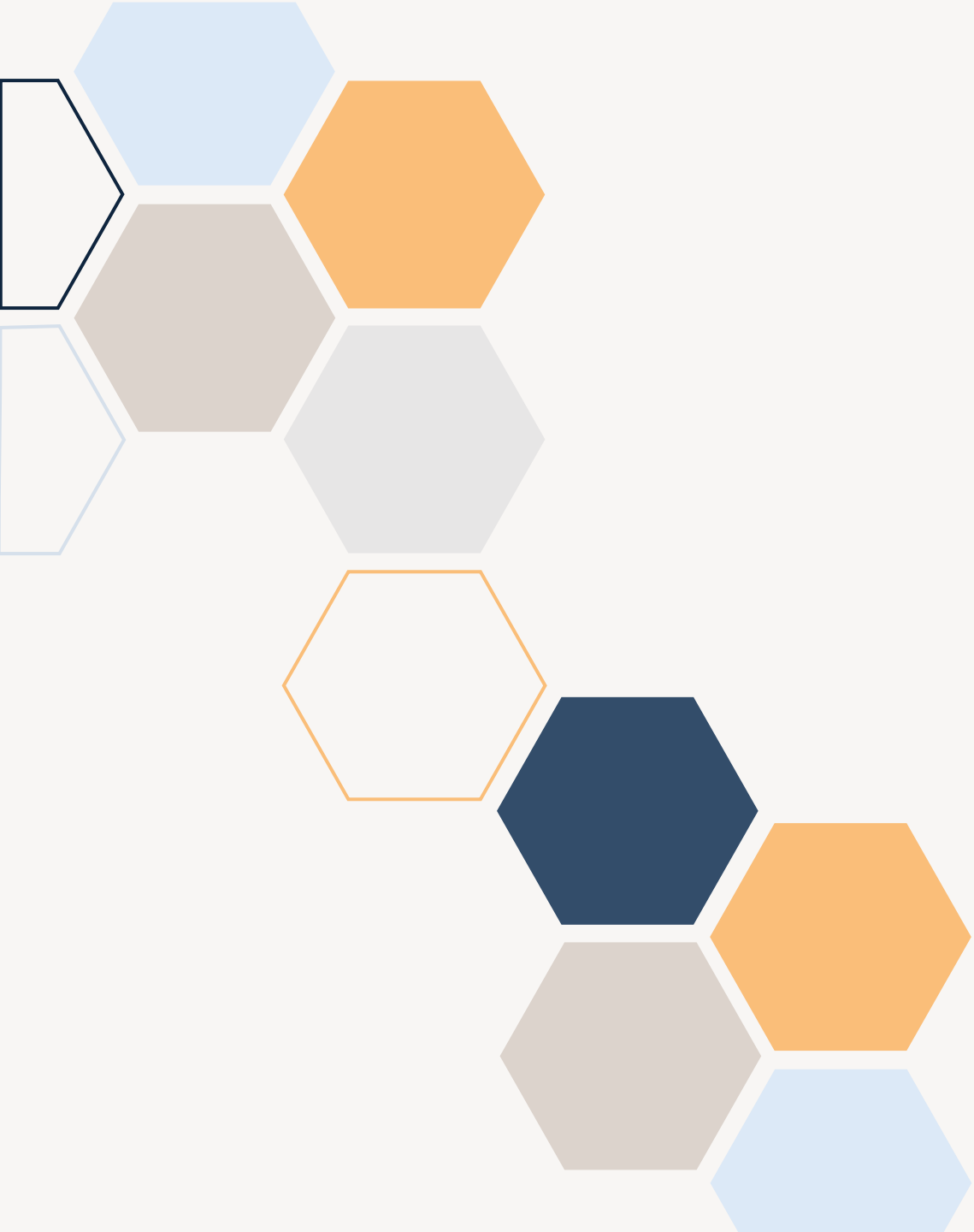
**Whose Responsibility is  
Employee Retention and  
Workforce Stability Challenges?**





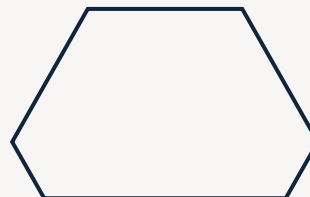
# Stress and Burnout





## Losing New Hires

**70% of new hires** decide whether a job is the right fit within the first month, according to BambooHR research.





# Solution Approaches

- Pre Hire Alignment Fit Assessments
- Diagnose
- Strengthen Managers
- Act On Feedback
- Redesign Experience

# Signs of Disengagement

- 1. Decline in Discretionary Effort**
- 2. Reduced Communication and Participation**
- 3. Shift in Attitude and Emotional Tone**
- 4. Decline in Quality and Attention to Detail**
- 5. Increased Withdrawal Behaviors**
- 6. Missed Goals and Deadlines.  
Mounting Excuses**

# Goals and Standards

Turnover Rate	Interpretation	Business Impact
< 10%	Strong / Stable	Low disruption, high continuity
10% – 15%	Acceptable	Manageable cost, normal movement
15% – 20%	Elevated	Increasing cost and instability
> 20%	High Risk	Significant financial & operational impact

# Goals and Standards -Absenteeism

Absenteeism Rate	Interpretation	Business Impact
< 3%	Strong	Stable workforce
3% – 5%	Acceptable	Manageable
5% – 7%	Elevated	Operational strain
> 7%	High Risk	Severe disruption

# ROI Evaluation

- investment vs savings
- 3x–10x ROI

Retention = margin strategy

**Operational  
Impacts  
Client Patient Impacts**



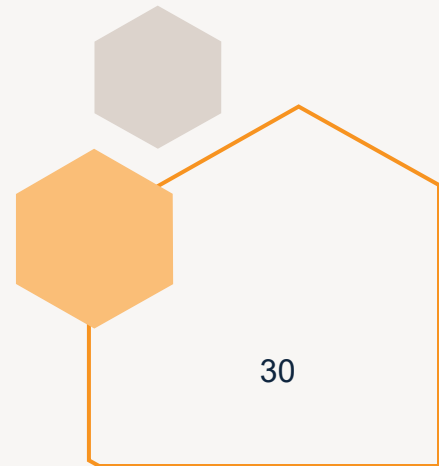
# MFG Retention Challenges

New Generations in the workplace –

Now 74% are Millennials or Generation X

The Human Operating System

The Quiet Collapse



# The Non Financial Culture that Sustains Talent Retention and Performance

**Recruitment**

**Onboarding**

**Post Hire**





# Case Study

- **4% → 2.2%** Staff sickness was reduced from 4% to 2.2% (decreased by 45%)- when average rates were increasing.
- **22% → 14%** Staff turnover decreased from 22% to 14% (decrease of 36%).
- **17.5 % Increase** Staff engagement increased from 62% to 73%,

The slide is decorated with several hexagons: a large orange one in the center-left containing the text "Special Offers", a blue one above it, a white one to its left, and a smaller orange one below it.

# Special Offers

**Complimentary Diagnostic  
to Help Managers Build Trust, Relationships  
and Retention  
1:1 Strategy Session – Discovery Call**

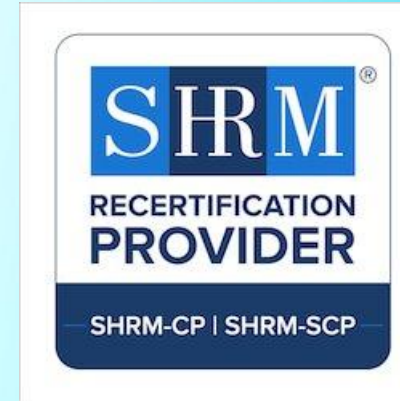
<https://calendly.com/dbrown-125/30-minute-arrange-free-1-on-1-manager-employee-conversation>



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**26-S3JRK**



# Thank you

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