



# Don't lose your star players!

*How to retain talent post-close*

# Today's presenter



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# Objectives

During this session, we will discuss the importance of:

- Recognizing the impact of change on the workforce
- Developing a plan for actively engaging their employees through the process
- Understanding the critical role leadership plays in the overall success of the transaction
- Identifying multiple methods to effectively communicate with employees

A photograph showing three business professionals (two men and one woman) sitting around a table in a meeting room, engaged in a discussion. They are all wearing blue shirts. The room has large windows in the background showing greenery outside.

It's not the  
business itself that  
provides  
exceptional  
customer service or  
generates great  
new ideas that  
drive revenue.

**It's the people.**

# Retaining that talent is key to success!!!



# Understanding the Turbulence of Transactions

# Taking a deeper look into a human brain

- Limited mental capacity
- Wired for socialization and belonging
- Needs security; knowledge of what comes next
- Strives for autonomy
- Has 5 times more circuitry for identifying threats than rewards



# Organization is made up of interlocking parts

One change  
- *in turn* -  
impacts every  
other part of  
the  
organization

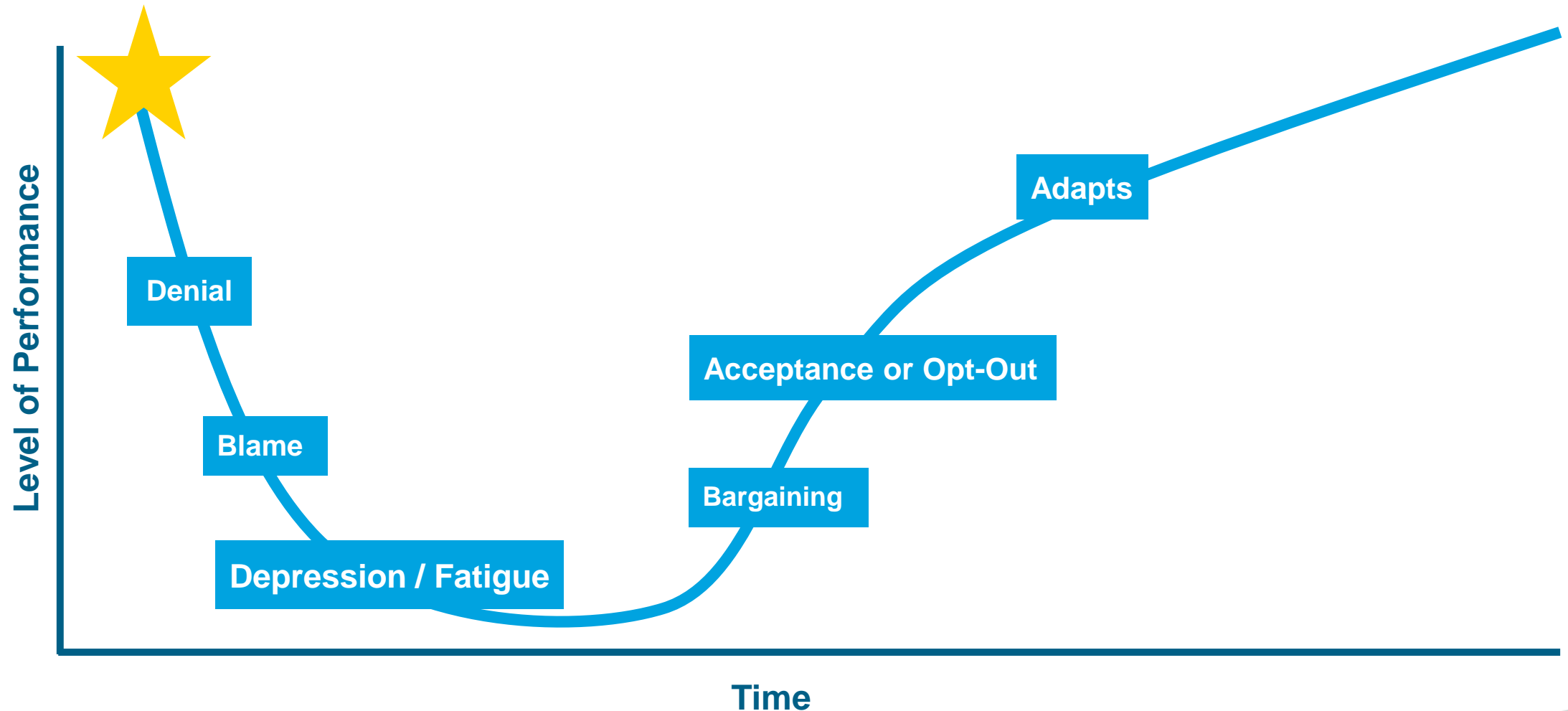




# Common sources of resistance

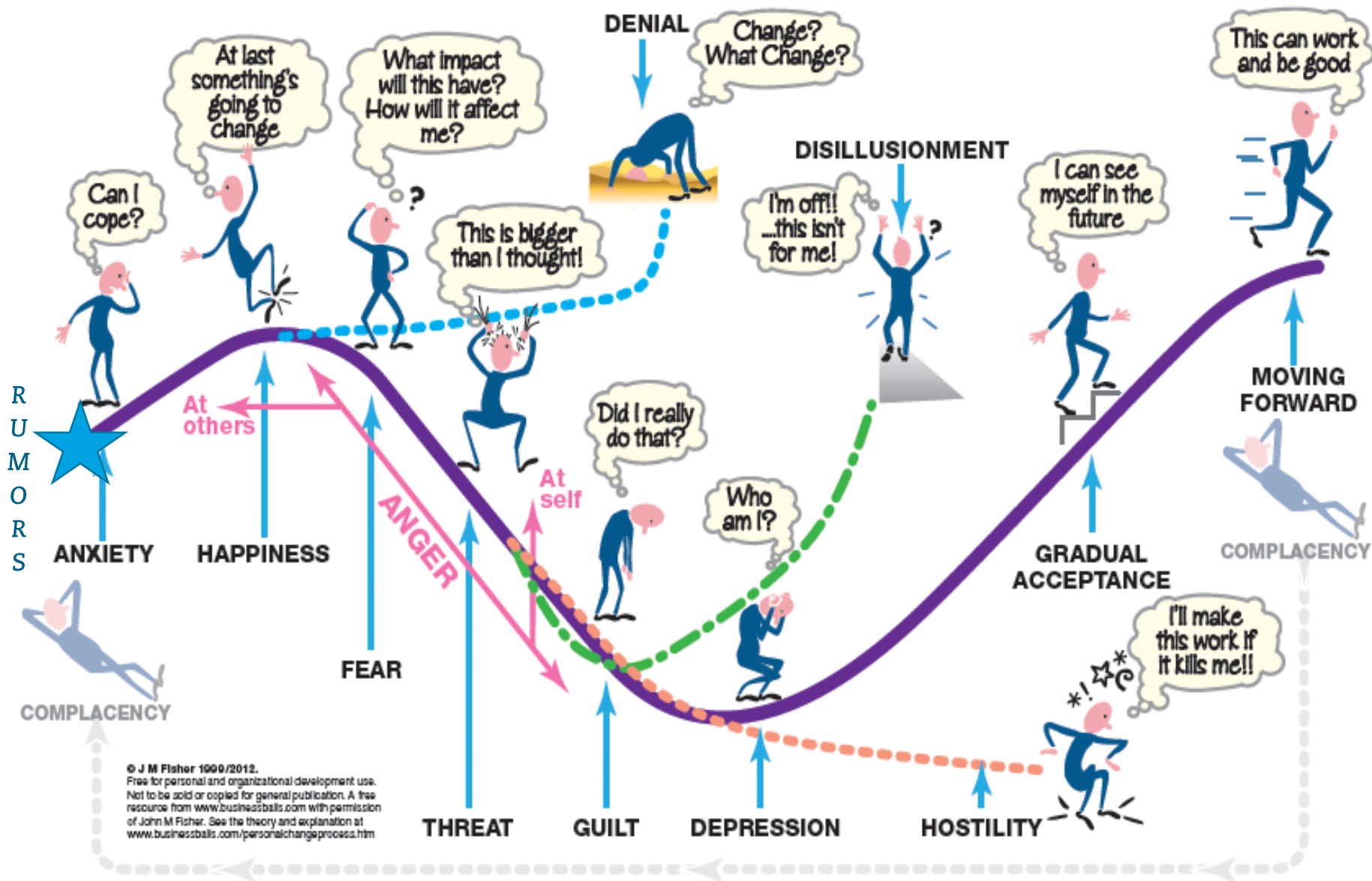
Employee-based Drivers	Organizational Drivers
Habit & personality	Change has limited focus
Fear of the unknown	Lack of buy-in
Fear of personal loss	Lack of alignment
Lack of understanding & trust	Power struggles

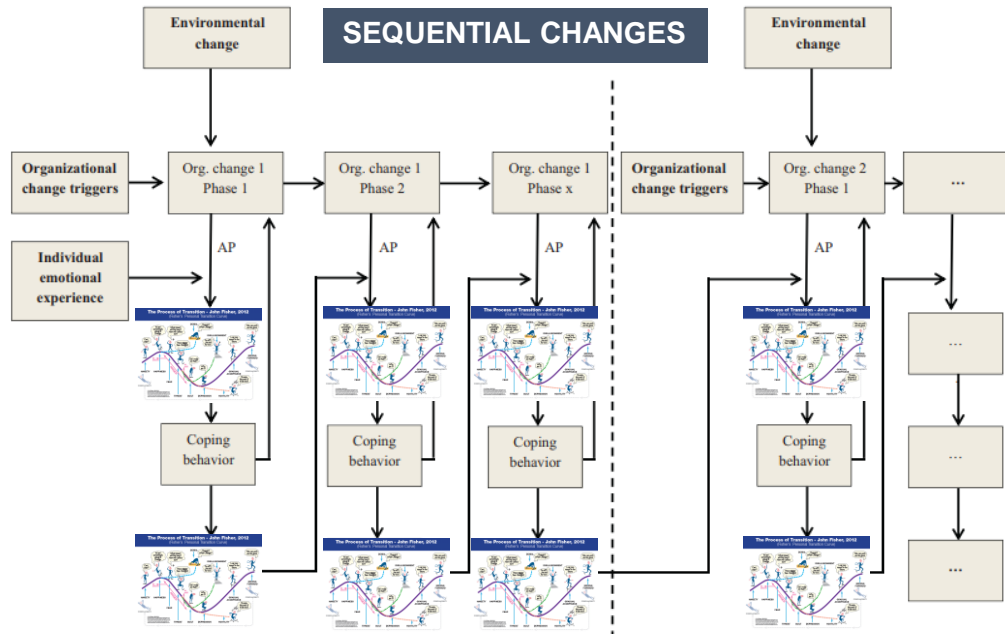
# The psychological process of change



# The Process of Transition - John Fisher, 2012

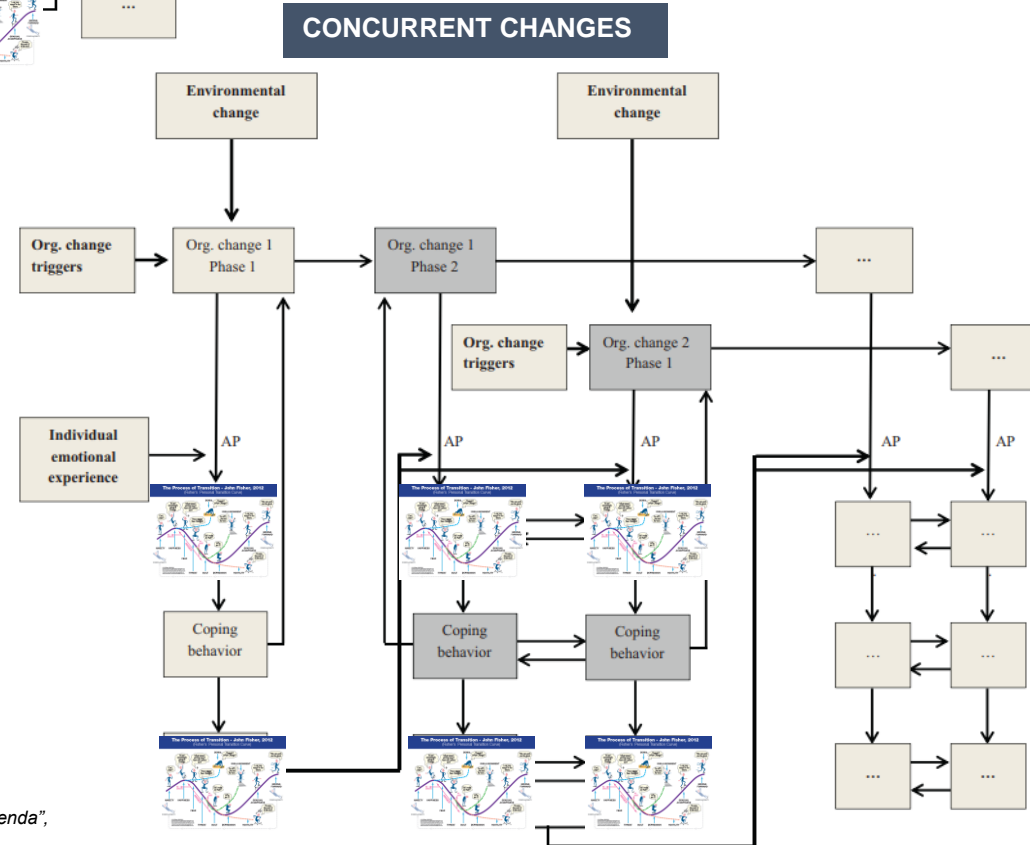
(Fisher's Personal Transition Curve)





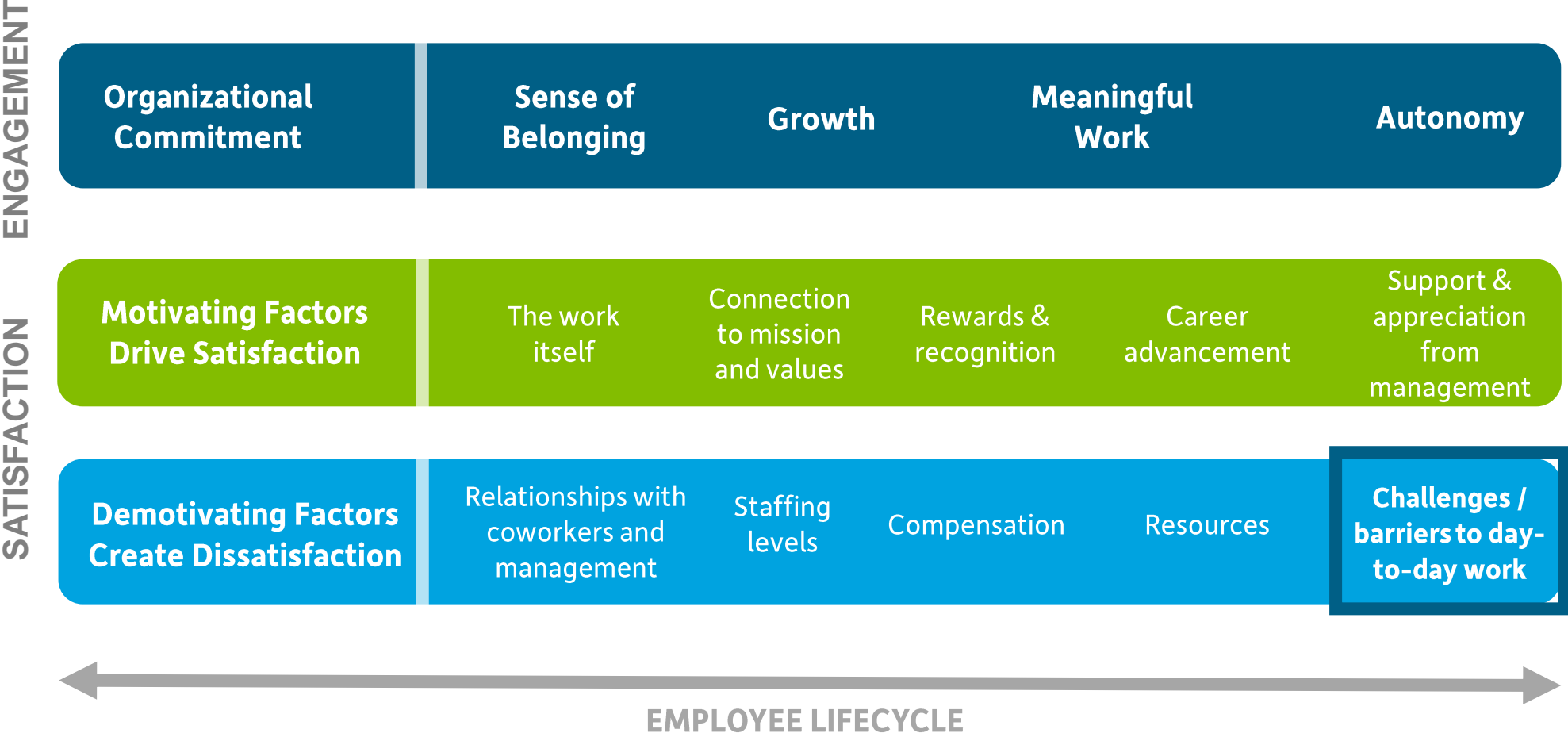
Each organization change forces an employee to go through that process!!!

The employee's emotional experience is cumulative!!!



# The Power of Engagement

# Refining your Employee Experience



Ideally your messaging should address how the transaction will resolve these issues NOT add to them!

*NOTE: THIS MODEL DISPLAYED HERE IS NOT AN EXHAUSTIVE LIST OF FACTORS!*

# Tapping into the collective knowledge & expertise

- Employee engagement is a fundamental tool for building sustainability of organizational changes
- Involving employees in decisions that directly impact their work can reduce frustration & reduce turnover
- Employees provide a unique perspective to unforeseen impact on day-to-day operations

# Strategies to engage employees

- Identifying & leveraging the “influencers” can support the sustainability of changes
- Using employee champions to lead changes
- Creating employee-led workgroups to own changes when appropriate
- Providing vehicles to solicit & act on employee feedback when possible



# Leveraging Leadership to Retain Top Talent

# Critical few to support retention!

- Trustworthy
- Strategic thinkers
- Relationship-based
- Transparent communicators
- Empathic
- Participative

# Assessing leadership capabilities

- Understanding current state is the only way to plan for what is needed to achieve ideal future state
- The required set of characteristics will differ based on the uniqueness of your organization
- Assess leadership skills & capabilities as well as fit with future state to determine gaps

# Strategies for leadership assessment

- Personality / Cognitive / Skill Testing
- Never underestimate value of the conversation
  - Direct reports
  - Managers
  - Peers
  - One-on-one with leader
- Reviewing previous performance appraisals
- Conducting formal 360 process
- Reviewing previous employee survey data
- Reviewing turnover data (including retention data)
- Reviewing their specific organizational performance

Effective communication is  
critical for retaining star  
performers

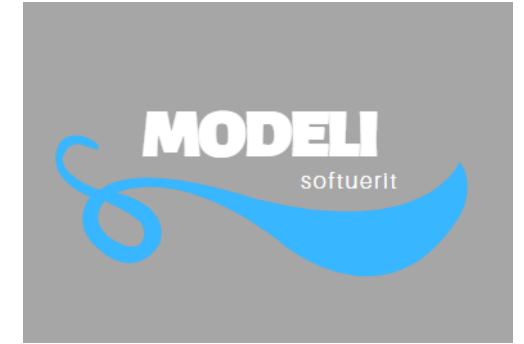
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*Powerful and sustained change requires constant communication, not only throughout the rollout but after the major elements of the plan are in place. The more kinds of communication employed, the more effective they are.*

*- DeAnne Aguirre*

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# Case Study: Communication Flow



## PRE-CLOSE

9/15/16: reports of rumors circulating

10/1/16:

- Press release announcing potential deal
- Mass e-mail to all employees
- All employee town halls
- Launch of Q&A email account, newsletter, & blog

10/1/16 – 10/15/16:

- Leadership rounds on employees to discuss impact of changes as needed

## POST-CLOSE

1/1/16:

- Deal close press release
- Mass e-mail to all employees
- All employee town halls

1/15/16:

- Small meetings new changes

3/1/17:

- Mass email to all employees new changes

4/1/17:

- Small meetings more changes
- Mass email to all employees more changes

# Case Study Debrief

What was the most significant action that created a negative impact on the employees?

- (1) lacked long-term planning regarding changes
- (2) trickled changes throughout process
- (3) provided inconsistent messages
- (4) didn't engage employees



# Why was that a problem?

UNINTENDED CONSEQUENCES!

- Impact of multiple changes
- Change fatigue
- Broken psychological contracts

TURNOVER OF CRITICAL TALENT!!!!!!!

# Greatest retention tool is effective communication!

- Opportunity to create engagement & buy-in
- Constant communication
- Multiple delivery methods
  - Town halls, 2-way communication methods, newsletters, emails, website, etc.
- Address the “emotional” questions based on the where your employees are in the change process
- Critical to share the entire picture – good, bad, & the ugly
- Upfront communication without trickle effect

# Key to communicating for retention

- **Sympathetic** – address the key questions for the emotional state of your employees
- **Transparent** – share the good, bad, and ugly as much as you can; when you can
- **Accurate** – don't share half truths or unbaked plans to prevent misunderstandings
- **Robust** – communicate every message across methods multiple times

*Average person needs to hear something  
7 to 10 times to remember!*

“

*It's not the strongest of the species that survives, nor the most intelligent, but rather, the one most responsive to change.*

*- Charles Darwin*

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# Key Takeaways

- Recognizing the psychological impact of change is critical for effectively planning for its long-term success
- Employees should be involved as much as possible throughout the process when at all possible
- Leaders are the drivers of organizational change; ensure you have the necessary knowledge, skills, abilities, and characteristics across the leadership team
- Communication needs to be **S**ympathetic, **T**ransparent, **A**ccurate, and **R**obust to keep your star players

Questions?



# Thank you for joining us!

For more information, or to speak with an Insperity® business performance consultant, visit [insperity.com/acg](https://insperity.com/acg) or email us at [alliance@insperity.com](mailto:alliance@insperity.com)