



# *Anonymous Retention Survey*





# ***The Art and Science of Employee Retention (And What to Do About It)***

***June 5, 2025***

***Rick Park***

***Principal – Talent Alignment, LLC***





# About Talent Alignment



Alan Mead, PhD



Tiffany Watson

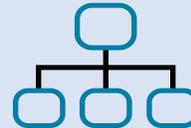
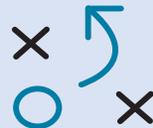


Eric Paul, MBA



S.R. Park, PhD

## Services

-  Selection
-  Rewards
-  Performance
-  Development
-  Structure
-  Culture
-  Strategy



HEALTHY MINDS • STRONG COMMUNITIES

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**TALENT ALIGNMENT**

**Page 3**  
**Overall Summary**



**Pages 4-11**  
**Developing Personal Characteristics Case Redmond**

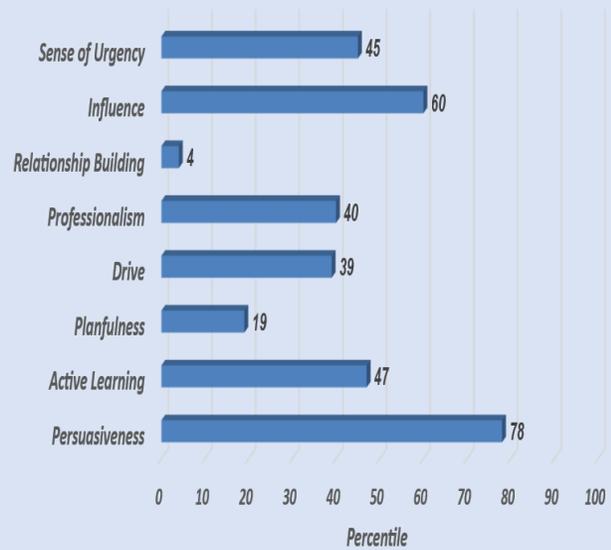


**Measured Personal Characteristics**

- Sense of Urgency** Acts with purpose, focus, speed, and determination. Rarely impacted by distractions.
- Influence** Introduces ideas in an easily-understood and compelling way. Effectively convinces others who have different ideas.
- Relationship Building** Establishes positive and productive relationships with coworkers. Is someone with whom employees enjoy working.
- Professionalism** Earns the respect of colleagues. Consistently holds high ethical standards for themselves and others.
- Drive** Approaches work with enthusiasm. Creates excitement for others with whom they work. Is deeply committed to team/organizational success.
- Planfulness** Establishes clear priorities and associated time, resource and cost requirements. Effectively advances multiple priorities through to conclusion.
- Active Learning** Actively learns relevant facts associated with work problems outside of their expertise. Is open-minded, practical, and thoughtful in exploring potential solutions.
- Persuasiveness** Seeks to understand others. Skilled in tailoring messages to the audience. Puts others at ease during conversations. Communicates in a compelling way.

**REPORTING**

**Your Name**



**INSIGHT** measures eight personal characteristics. Their names and definitions are here.

Your percentile scores are here. Each score represents the percent of people that scored lower than you.

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Definition and your percentile score from page 3.

**FEEDBACK**

**Sense of Urgency** Acts with purpose, focus, speed, and determination. Rarely impacted by distractions.

Expected behavior with higher (or lower) scores

**Lower Scores Suggest**

- Prefers a slower pace.
- Occasional missed deadlines.
- Preference for a lighter workload.

**Higher Scores Suggest**

- Prefers to work more quickly than most.
- Seeks more work during slower times.
- Actively engages in overcoming obstacles.

**Development Suggestions**

On the Job	Reading	Learning
Perhaps the most effective tool for improving your sense of urgency is public SMART goal setting (Specific, Measurable, Achievable, Relevant, and Time Phased). As Samuel Johnson is quoted saying "knowing you're going to hang in a fortnight (a deadline) will clear your mind remarkably." Focus. Eliminate distractions. One task at a time.	Edgewalkers: People and Organizations That Take Risks, Build Bridges, and Break New Ground by Judi Neal.  The 7 Habits of Highly Effective People (especially Habits 1 and 3) by Stephen Covey  Taking Smart Risks: How Sharp Leaders Win When Stakes are High by Doug Sundheim and Tony Schwartz.	If you are a procrastinator explore the "why" behind a lack of decisiveness. Is it fear of failure? Personality trait? Or is it simply a matter of focus and priorities? Prioritize ruthlessly. Use the Eisenhower Matrix of Urgent versus Important to keep the most time sensitive tasks in front of you.

What you can do to develop the personal characteristic.



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# About Rick...



# *Objectives and Agenda*

## ***Questions for Today***

- *What is the Value of Retention?*
  - *Economic Research*
  - *“Good” versus “Bad”*
- *Why Do Employees Leave?*
  - *The Research*
  - *Applied to Your Business*
  - *When You Ask*
- *What Role Does Culture Play?*
  - *What is Culture?*
  - *How Do You Influence It?*

## ***Agenda***

- *About Talent Alignment, LLC*
- *The Business Case*
- *The Numbers*
- *Open Dialogue*

# *The Business Case*

- *Economists on the Value of Retention*
  - *Value Created by Average v. 84<sup>th</sup> Percentile Employee (.8\*Salary)*
  - *Duties Are Ignored (3 Standard Deviations Performance Deficit)*
  - *Time to Fill (2 Months Annualized)*

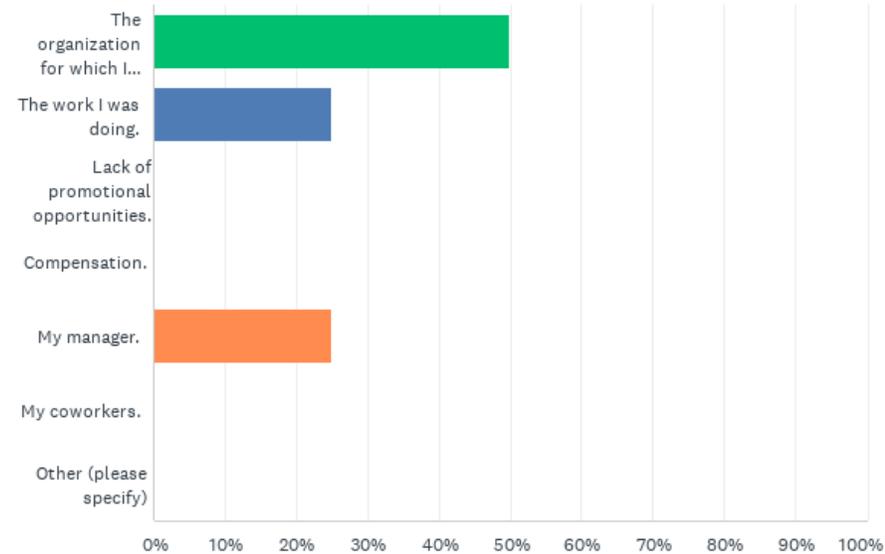
$$\text{Value} = (.8 * \$40,000) * 3 * (2/12) = -\$16,000$$

**40% of Salary**

# Anonymous Retention Survey

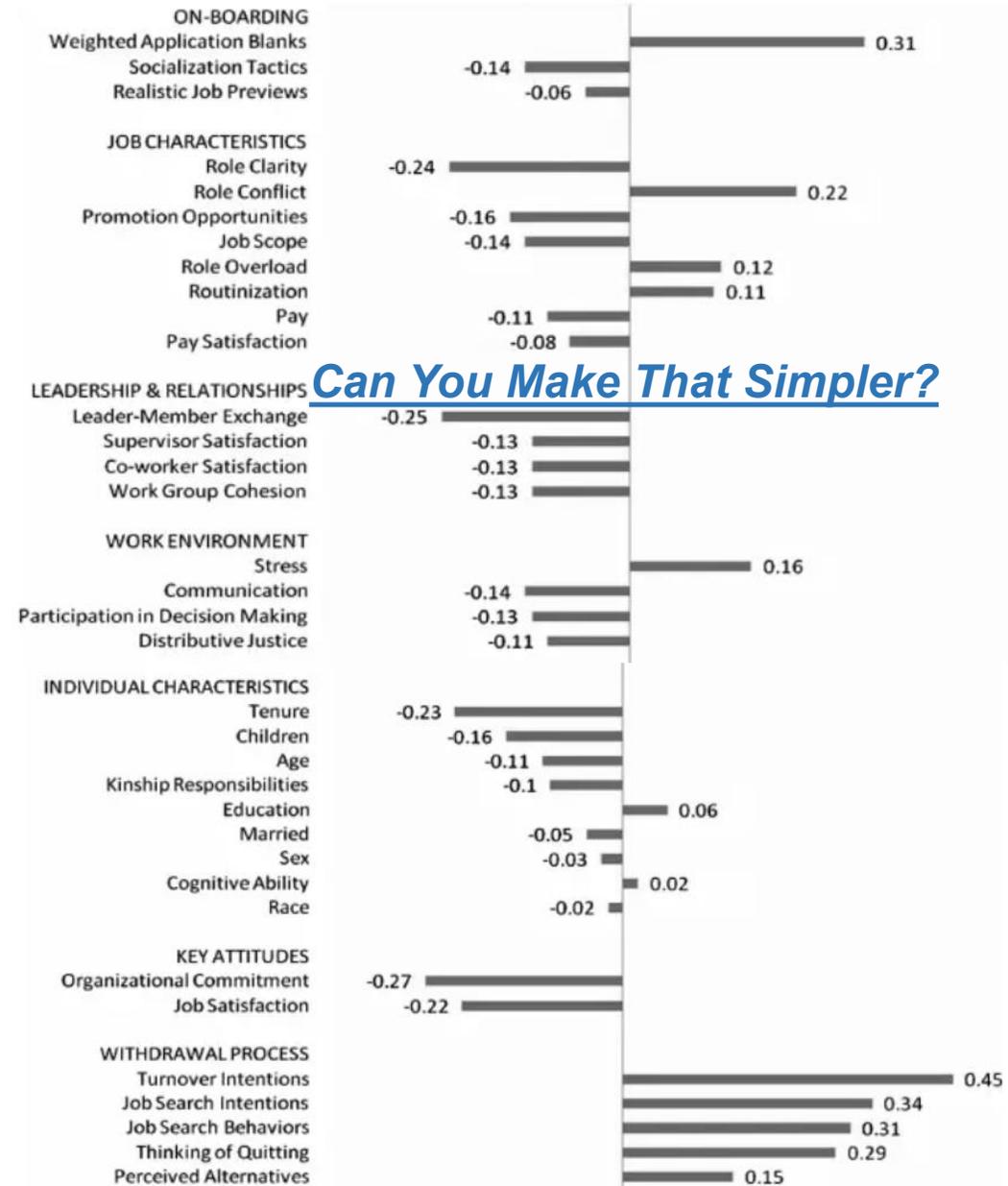
## Here's What You Said...

Q1 What prompted you to initiate a job search most recently?





## Meta-Analytical Relationships With Turnover

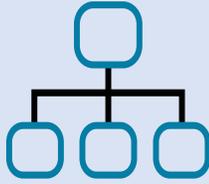




Selection



Rewards



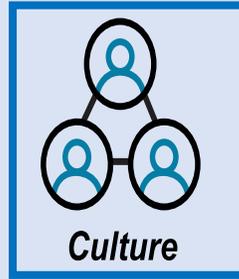
Structure



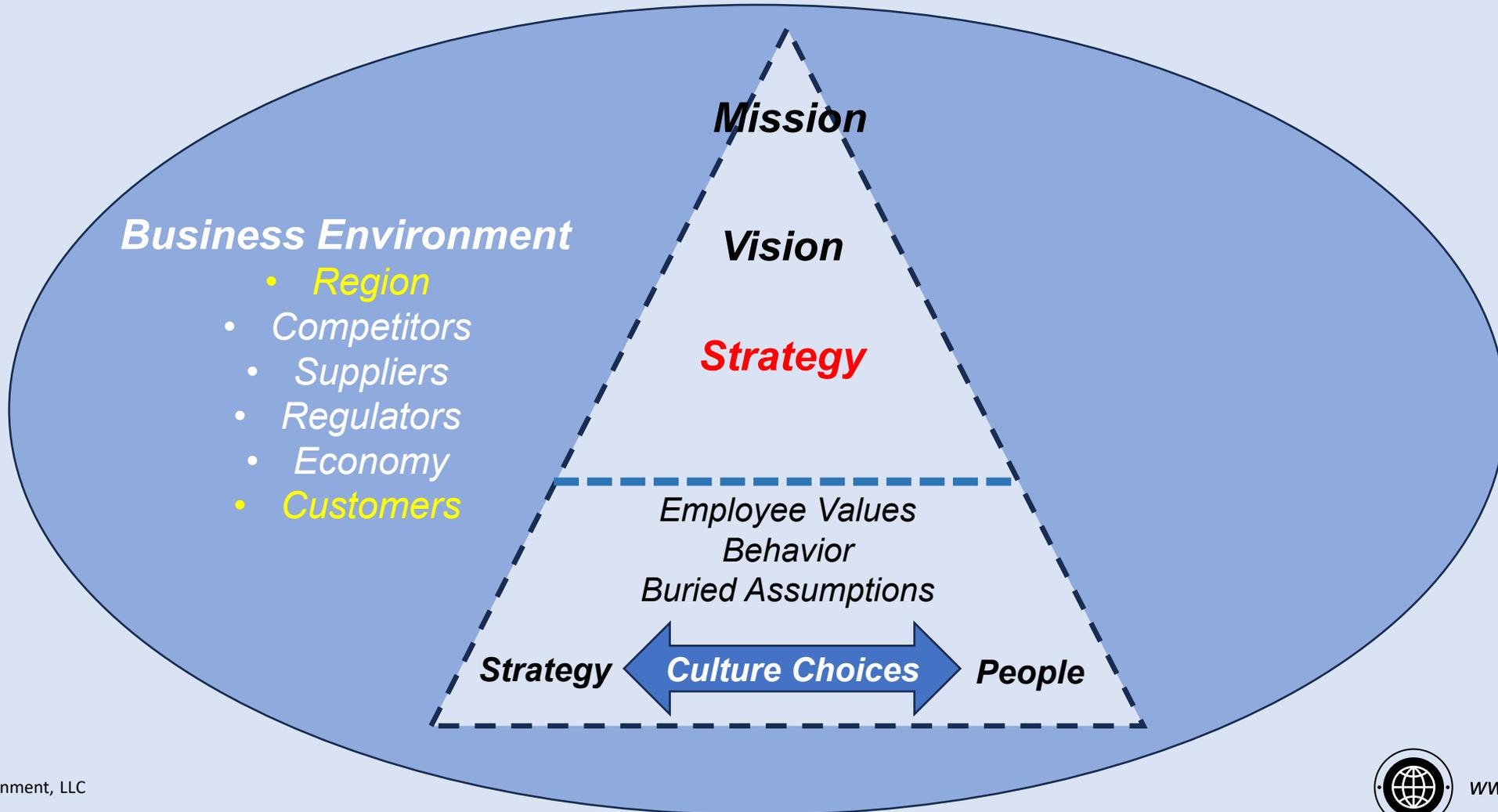
Performance



Development

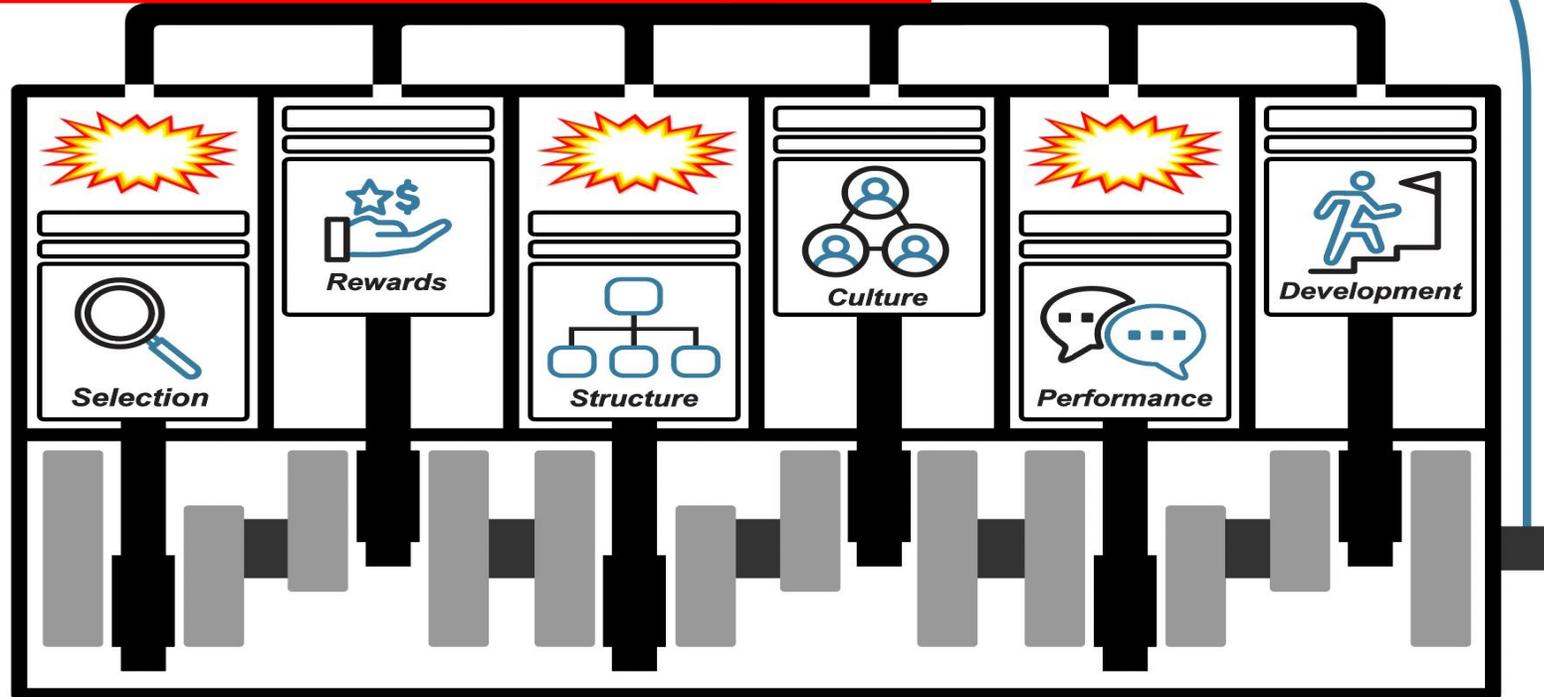
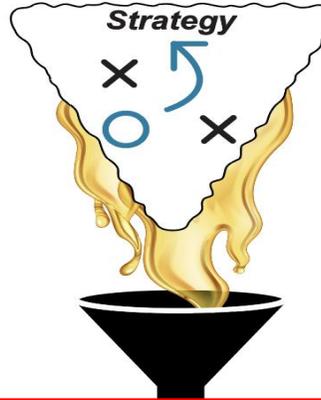


Culture





**TODAY**  
High Quality Products  
Fun Customer Experience  
Engaging Environment





**Mission** – “The World’s Best Slurry Pumps”



**Strategic Emphasis**

- World Class Design & Manufacturing
  - Global Presence
- Reduce Non-Differentiating Cost



Culture

Strategic Imperatives	Leadership	Business Acumen	Global Collaboration	Customer Focus	Strategic Thinking	Advancing Change	Delivering Results
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**Talent Levers**

- Recruiting & Selection
- Performance Management
- Rewards
- Development
- Communication
- Structure



Skills  
Goals  
“Evergreen”  
Contributors

Market Study  
- Hourly  
- Salaried  
Core Capabilities  
Bonuses  
Merit  
Incentives  
- Scrap  
- “Turnover”  
Stickers



Executive Manager  
Professional Components:  
- Assessment  
- Dialogue  
- Users Guide  
- Learning



Engineering  
Global Matrix  
HR Support

Supporting Programs and Brands

Interviewing  
Testing  
Recruiters  
Talent Review  
Promotion  
College Sources  
Brownfield



Book Chapter





# ***Thank You!***

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