

# The Retention Guide

Why do people leave and how to transform your company culture

learningbank 



<b>Why Do People Leave?</b>	3
The Stats & The Reasons	4
<b>Take the Pulse on your Company Culture</b>	6
How to Identify and Understand your Company culture	7
How to Transform your Company Culture	8
<b>Upgrade Managers to Skilled Managers</b>	9
How to Create Skilled Managers	9
<b>Checking in on Employee Wellbeing</b>	11
<b>Recognize and reward your talent</b>	13
<b>Offer Relevant Learning and Development</b>	16
<b>Sum-up</b>	18



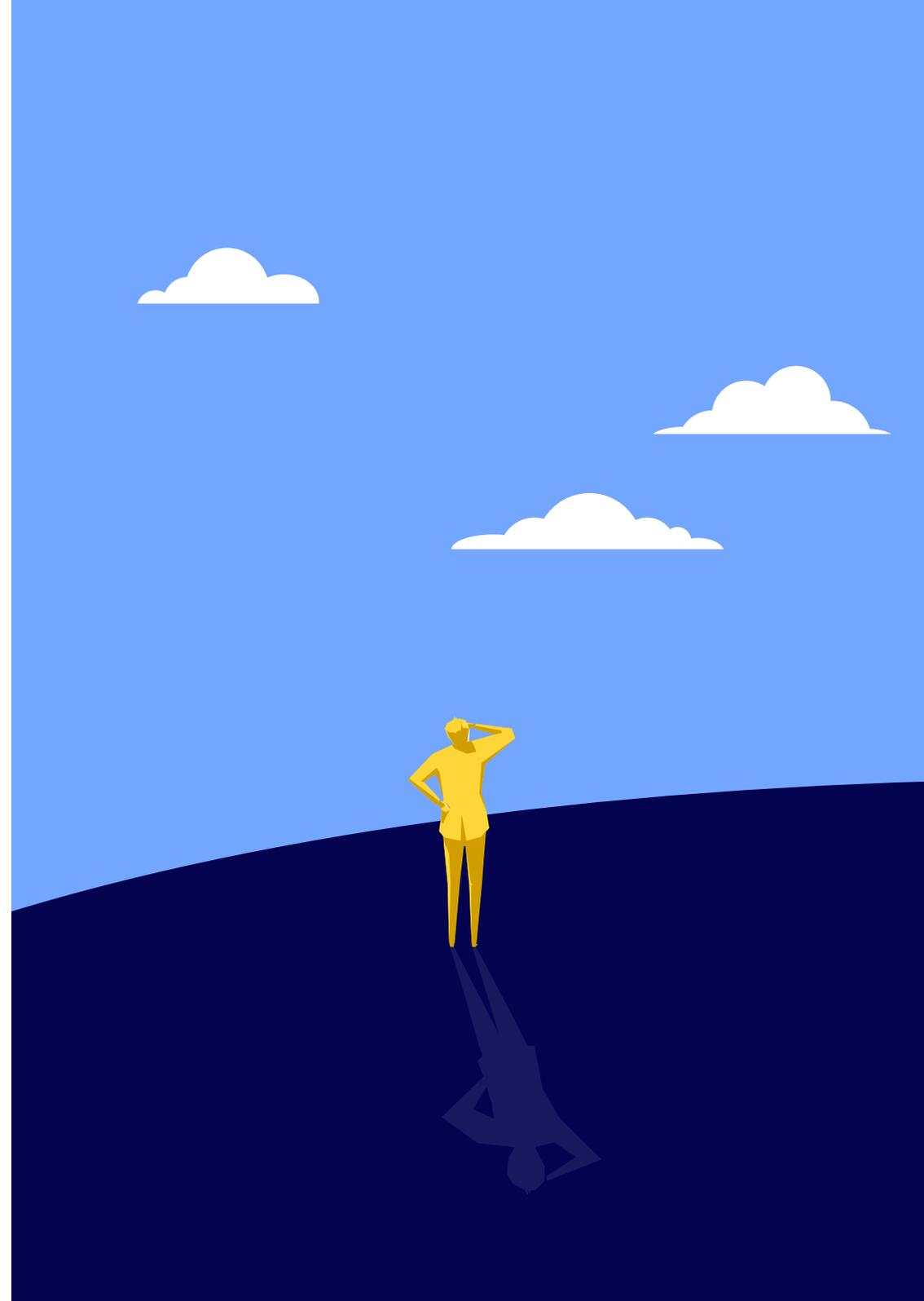
## Why Do People Leave?

You might also ask: “Why is that even important, if someone else can fill out their shoes in a heartbeat?” Well ...

[Employer branding](#) is one thing. If you weren't the nicest employer or didn't offer a proper goodbye, then a bad reputation can damage both your company brand, and it is less likely that talented people will apply for jobs at your company.

Furthermore, you lose in-house know-how. If an employee who has been with you for a couple of years leave, then she will also leave with a lot of knowledge. Knowledge, which meant that she could manage tasks quickly and with great effort. Knowledge, that now will take a new hire months to swallow and will leave a mark on the overall performance, before the new hire is up to speed.

We can add more reasons why it's important to retain employees. But that's not why you are reading this chapter. Let's move on to the main reasons for why people leave their jobs.



## The Stats & The Reasons

There's an old saying: "People don't leave jobs. They leave managers." And there's something to it.

The number of people who leave their jobs because of their managers varies. However, research has consistently shown that a significant percentage of employees cite their managers as a primary reason for leaving their jobs. For example: According [to a study conducted by Gallup](#), **50% of employees left their jobs to get away from their managers.**

But there are even more reasons for people leaving their jobs:

### 1. Lack of career advancement:

Many employees leave their jobs because they feel that there is no room for growth or advancement within the company. They may feel that they have reached a dead end in their current position and want to pursue other opportunities. In fact, according to a [study by LinkedIn Learning](#) 94 % of respondents would stay at a company, if they had more learning and development opportunities.

### 2. Low pay or benefits:

Compensation is a significant factor in employee satisfaction and retention. If an employee feels that they are not being fairly compensated or that their benefits package is inadequate, they may seek other opportunities.

### 3. Burnout or stress:

High levels of stress or burnout can lead employees to feel overwhelmed and unhappy with their jobs. This can be caused by a variety of factors, such as heavy workloads, long hours, or an unhealthy work environment.

#### **4. Lack of work-life balance:**

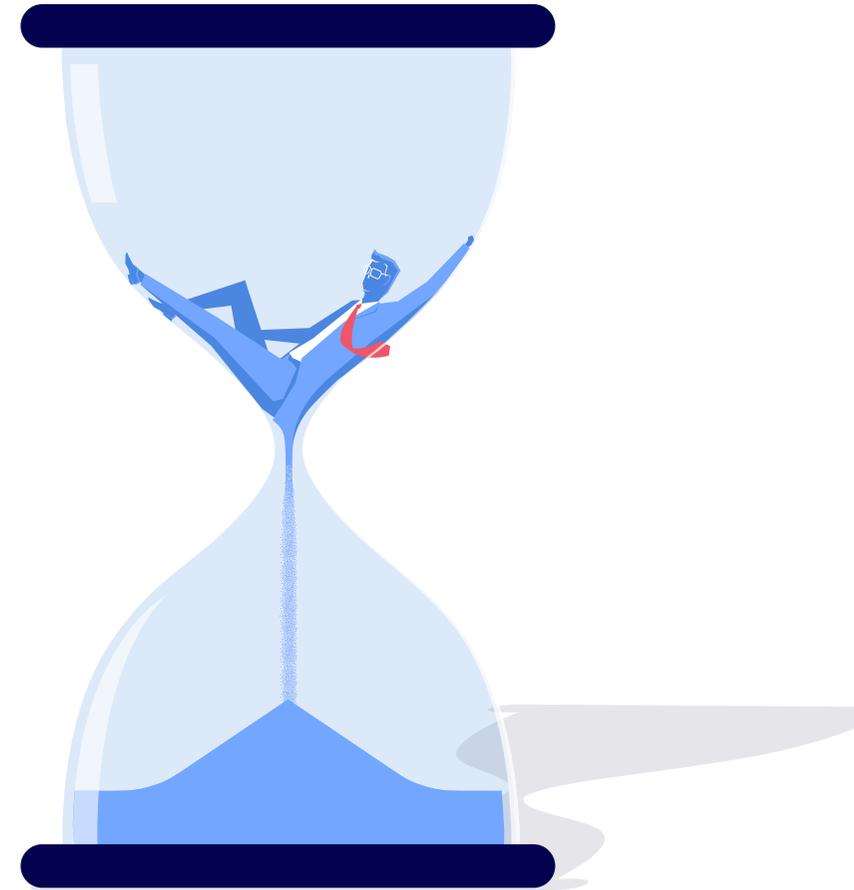
Employees may leave their jobs if they feel that they are not able to achieve a healthy work-life balance. This can be caused by long hours, demanding workloads, or a lack of flexibility in scheduling.

#### **5. Company culture:**

Company culture can be a significant factor in employee satisfaction and retention. If employees feel that the company's culture is toxic, unethical, or not aligned with their personal values, they may seek other opportunities

#### **6. Lack of recognition:**

Feeling unrecognized and unrewarded is a common reason why employees leave their jobs. Employees want to feel that their hard work and contributions are valued and appreciated, and when they feel that this is not the case, it can lead to dissatisfaction and disengagement.



In the following chapters, we will address all of the above, and how you can tackle the reasons for people leaving their jobs. Instead, you will gain a healthy organization, where people want to stay, while you will be able to brag about your high retention rates.

## Take the Pulse on your Company Culture

Imagine a workplace where you are only relevant in the eyes of your manager (and your co-workers), if you stay and work way past dinnertime. Or maybe a workplace where you get new tasks at the very last minute of the, and hey – by the way – you’ll have to finish the tasks before next morning.

What we just described are examples of **burnout culture**. Especially, if people don’t get the adequate support or recognition for their efforts. In burnout cultures, employees may find themselves overwhelmed, exhausted, and unable to maintain a healthy work-life balance. The constant pressure and lack of support can lead to reduced productivity and a higher risk of mental health issues.

However, burnout culture is not the only bad work culture that exists. A toxic work culture is also bad for business and employee retention. A toxic work culture is, for example, a place where employees are subjected to bullying, harassment, or discrimination. In such an environment, employees may feel unsafe, anxious, and unable to perform their best. The negative behaviors

and lack of support can create a toxic cycle, perpetuating negativity and damaging morale.

Do you recognize any of the above, when taking the pulse on your company culture? Then it’s time for a change.

You might have guessed it: **Addressing both burnout culture and a toxic work culture is crucial** for preserving the mental and physical well-being of employees, as well as rectifying such toxic behaviors is essential to create a healthy work environment and retain talented employees.



Learn more about this in the podcast WORK 3.0 in the episode about **how to retain employees and keep them happy** at the same time.

[Listen to the episode !\[\]\(d5d7044e5caf6907399af2dced8d6ff8\_img.jpg\)](#)

# How to Identify and Understand your Company culture

## 1. Employee Surveys (NOT once a year!):

Conduct anonymous surveys to gauge employee satisfaction, engagement levels, and perceptions of the work environment. But these surveys must not be conducted only once a year. You need to check in with employees more often, at least each quarter, but some companies also benefit from doing this each week(!) Include questions about communication, teamwork, recognition, and work-life balance. Analyzing survey data can provide insights into potential areas of improvement.



## 2. One-on-One Conversations:

Managers should meet regularly with employees individually to understand their experiences, concerns, and suggestions. These conversations can help uncover underlying issues, build trust, and demonstrate that their opinions are valued.

## 3. Observing Behaviors:

Pay attention to the behaviors exhibited within your organization. Look for signs of toxicity, such as disrespectful communication, lack of collaboration, or excessive competition. Similarly, watch for signs of burnout, such as decreased motivation or declining performance.

## 4. Reviewing Policies and Practices:

Assess your company's policies, practices, and systems to determine if they align with desired cultural values. For instance, evaluate how performance evaluations, rewards, and recognition programs are structured to ensure they promote a positive and inclusive work environment.

# How to Transform your Company Culture

## 1. Leadership Commitment:

Cultivating a positive culture starts from the top. Leaders must demonstrate a commitment to fostering a healthy work environment, model positive behaviors, and communicate the desired cultural values.

## 2. Clear and Transparent Communication:

Regularly communicate organizational values, expectations, and goals to employees. Ensure that communication channels are open, transparent, and inclusive. Encourage employees to provide feedback and suggestions for improvement.

## 4. Employee Support Programs:

Implement initiatives to support employee well-being, such as flexible work arrangements, stress management workshops, and employee assistance programs. These resources can help mitigate burnout and foster work-life balance.

## 3. Learning and Development:

Provide training programs that promote positive communication, emotional intelligence, and inclusive leadership – both for the employees and the managers (more about this in the next chapter and the final chapter before the sum-up). These initiatives can help employees develop the skills and awareness necessary for a healthy and collaborative work culture.

Taking the pulse on your company culture is vital for creating a positive, productive, and fulfilling work environment. By identifying and addressing toxic work culture and burnout culture, organizations can foster employee engagement, satisfaction, and retention. Remember, transforming company culture requires commitment, open communication, and a willingness to adapt and improve. It is an ongoing process that requires regular evaluation and adjustments to ensure a thriving work environment for all employees.

## Upgrade Managers to Skilled Managers

Have you ever had a poor relationship with your manager? Most people during their career will probably say yes. And like we mentioned in the very first chapter, there's something to the old saying: 'People don't leave their jobs. They leave their managers.'

It's clear, that effective managers play a crucial role in retaining employees. They are responsible for creating a positive work environment, providing guidance and support, recognizing and developing talent, and fostering strong relationships with their team members.

Here, we will explore strategies to help organizations develop skilled managers who can effectively retain employees.



## How to Create Skilled Managers

### → Establish Clear Expectations and Goals:

To develop skilled managers, it is essential to establish clear expectations and goals. Provide managers with a comprehensive understanding of their roles, responsibilities, and performance expectations. Clear goals and metrics help managers align their efforts with organizational objectives and ensure that they focus on employee retention as a key priority.

### → Provide Learning and Development:

Investing in training programs is crucial for equipping managers with the necessary skills and knowledge to effectively lead and retain employees. These programs should cover a range of topics, for example, communication, conflict resolution, performance management, feedback delivery, and emotional intelligence. These programs will have a great effect, if they are created with a [blended learning](#) mindset, where we mix training activities both on the floor or in workshops and followed up with digital learning from a [Learning Management System](#).

→ **Foster Strong Communication Skills:**

Strong communication skills are essential for managers to build trust, foster open dialogue, and effectively address employee concerns. Encourage managers to develop active listening skills, provide constructive feedback, and communicate clearly and transparently with their teams. Effective communication helps create a supportive and inclusive work environment, which contributes to employee retention.

→ **Encourage Empathy and Emotional Intelligence:**

Empathy and emotional intelligence are key traits for skilled managers. Encourage managers to understand and empathize with their employees' needs, concerns, and perspectives. Emotional intelligence allows managers to respond appropriately to different situations, manage conflicts effectively, and build strong relationships. By cultivating empathy and emotional intelligence, managers can create a positive work culture that promotes employee retention.

→ **Promote a Culture of Continuous Feedback:**

Regular feedback is essential for employee growth and development. Encourage managers to provide ongoing feedback, both positive and constructive, to their team members. This feedback should be specific, timely, and actionable. It helps employees understand their strengths and areas for improvement, fosters a culture of learning, and enhances engagement and retention.





## Checking in on Employee Wellbeing

Employee wellbeing is crucial for retention and overall organizational success. When employees feel supported, valued, and cared for, they are more likely to be engaged, productive, and committed to their work. In this chapter, we will explore strategies for checking in on employee wellbeing effectively, ensuring their needs are met, and increasing employee retention.



### → Foster an Open and Supportive Culture:

Creating an open and supportive culture is the foundation for checking in on employee wellbeing. Encourage managers and leaders to foster an environment where employees feel comfortable sharing their concerns, challenges, and feedback. Establishing trust and psychological safety promotes open dialogue and helps identify potential wellbeing issues. Here, it's also crucial for the leadership team to be transparent to the rest of the employees, both when things go great and when they don't go so well. In that way, the organization and the people within it can grow and learn from the mistakes.



### → Regular Check-Ins:

Regular check-ins provide opportunities for managers and employees to discuss work-related matters and wellbeing. Incorporate wellbeing-focused questions into one-on-one meetings, team meetings, or dedicated check-in sessions. These questions could, for example, be about workload, stress levels, work-life balance, and overall job satisfaction. Actively listen to employees' responses, validate their feelings, and offer support where needed.

### → Anonymous Surveys and Feedback:

Anonymous surveys and feedback mechanisms can provide valuable insights into employee wellbeing. Conduct regular surveys to gauge employee satisfaction, engagement, and wellbeing. Include questions about work-related stressors, work-life balance, support systems, and suggestions for improvement. Anonymity ensures employees feel comfortable sharing honest feedback. However, don't just conduct the surveys once a year, but at least, each quarter, and more often than that.





→ **Wellness Initiatives:**

Implementing wellness initiatives demonstrates a commitment to employee wellbeing. These initiatives can include physical wellness programs, making the right health insurance for the employees, mindfulness or stress management workshops, flexible work arrangements, and access to learning resources for promoting mental health. Wellness initiatives can also encompass promoting healthy habits, providing access to nutritious food, and encouraging regular exercise. Such initiatives help employees maintain a healthy work-life balance and contribute to overall wellbeing.

→ **Encourage Peer Support and Mentorship:**

Peer support and mentorship programs can contribute to employee wellbeing and retention. Encourage employees to connect with colleagues for support, guidance, and collaboration. Implement mentorship programs where seasoned employees can provide guidance and support to newer or junior colleagues. Peer support and mentorship foster a sense of belonging, professional growth, and overall wellbeing.

→ **Act on Feedback and Address Concerns:**

Checking in on employee wellbeing is only effective if action is taken based on the feedback received. Actively listen to employee concerns, address them promptly, and communicate the steps taken to improve their wellbeing. Ensure that employees feel heard and that their feedback leads to positive changes. Taking tangible actions demonstrates a commitment to employee wellbeing and fosters trust and loyalty.

## Recognize and reward your talent

Recognizing and rewarding talented employees is a crucial aspect of retaining top talent within an organization. When employees feel valued, appreciated, and appropriately recognized for their contributions, they are more likely to remain engaged, motivated, and committed to their work. In this chapter, we will explore strategies for effectively recognizing and rewarding talent to enhance employee retention.



### ★ **Implement a Culture of Recognition:**

Develop a culture where recognition is ingrained in the organization's values and practices. Encourage all employees, including managers and leaders, to regularly acknowledge and appreciate the achievements and efforts of their colleagues. This can be done through verbal praise, written recognition, public announcements, or team celebrations. A culture of recognition creates a positive work environment and reinforces the value placed on employee contributions.

### ★ **Tailor Recognition to Individual Preferences:**

Recognize that different individuals have unique preferences when it comes to recognition. Some may appreciate public recognition, while others prefer private acknowledgments, where they are not put on the spot. Take the time to understand each employee's preferences and tailor recognition efforts accordingly. This personalization ensures that recognition resonates with employees and increases its impact on their engagement and retention.

### ★ **Offer Meaningful and Timely Feedback:**

In addition to formal recognition, provide regular, meaningful, and timely feedback to employees.

Acknowledge their strengths and achievements during performance evaluations or one-on-one meetings. Be specific in highlighting their contributions, and offer constructive feedback for improvement. Timely feedback shows that the organization values employee growth and development, fostering a sense of loyalty and commitment.

### ★ **Provide Career Advancement Opportunities:**

One of the most effective ways to recognize and retain talented employees is by providing career advancement opportunities and continuous learning. Establish clear pathways for growth and development within the organization. Offer promotions, internal transfers, or expanded responsibilities to employees who demonstrate exceptional performance and potential. Providing opportunities for career progression and professional growth motivates employees to stay and contribute their skills and expertise. More about this in the next chapter.

### ★ **Competitive Compensation and Benefits:**

Ensure that employees are rewarded with competitive compensation and benefits packages. Conduct regular market research to stay informed about industry standards and adjust salaries and benefits accordingly. Recognize that fair and competitive compensation

is essential for attracting and retaining top talent. In addition to monetary rewards, consider offering non-financial benefits such as flexible work arrangements, professional development opportunities, or employee wellness programs.

★ **Celebrate Milestones and Achievements:**

Celebrate important milestones, achievements, and team successes. Organize special events, team outings, or recognition ceremonies to acknowledge significant accomplishments. Recognize the collective efforts of teams or departments that have achieved exceptional results. Celebrating milestones and achievements not only boosts employee morale but also reinforces a sense of belonging and pride within the organization.



## Offer Relevant Learning and Development

Learning and Development has been an ongoing topic throughout the entire guide to retain employees. Remember, [94 % would stay at a company, if they had more learning and development opportunities](#). So, why not end on some final tips on how to do it right?

**Determine Your Needs:** What kind of trainings do your employees need to success at their job? What do they need to learn? That is, first of all, the most important to address and determine.

**Align with Company Goals:** Next, it is a good idea to take a look at your company or organizational goals. For the employees to help achieving the company goals, they might need new learnings to do so. By connecting development initiatives to the bigger picture, employees will also see the relevance of their learning, increasing their engagement and commitment. And as an extra plus, it will also make their work more meaningful.

### Explore and Set the Formats Suited to Your Audience:

We all learn differently. This is called [learning styles](#). Some also might learn the best alongside with other people, where they can discuss the new learnings and reflect. This is called [social learning](#). And now, we haven't even started to talk about the untapped potential of going into [blended learning](#). However, different learning formats are suited for different people. Some might need to learn while they are on-the-go, for example. So, to embrace everyone, it is a good idea to explore the different formats and which ones are suited for your audience. Formats can for example be: On-the-floor training, classroom training, digital learning/e-learning, such as interactive content, quizzes, videos, podcasts, and the like. A lot of these formats can be placed in a learning platform. More about this in the next tip.

**Choose a Learning Platform: LMS, LXP or LLP?** Confused what learning platform is best for your needs, then you can [read more about the differences here](#). In short, a learning platform can make your life easier, when creating learning content for your employees. It is a way for you to gather all kinds of learning materials, and a way for employees to access them with ease. Some learning platforms also have integrations with other HR systems,

so it will be easier for employees to access the learning materials, when they for example are checking their time schedule. Maybe you, personally, are busy in your daily workflow and need AI to optimize the time you spend on creating learning content? [Some learning platforms offer that too](#). So, go ahead and explore the learning platforms and pick one that is best for your audience.

**Measure the Impact of L&D Programs:** Regularly assess the impact of learning and development programs on employee retention and performance. Track the learning, collect feedback from participants and analyze the data ([a lot of learning platforms can do this too](#)). Also, remember to evaluate changes in skill sets, and monitor employee satisfaction and engagement levels. Use this data to refine and improve development programs over time, ensuring they continue to meet employee needs and contribute to retention efforts.

**Internal Training and Knowledge Sharing:** Tap into the expertise within your organization by promoting internal training and knowledge sharing. [Encourage subject matter experts to conduct training sessions](#) or share their knowledge through presentations, workshops, or mentorship programs. This fosters a culture of collaboration and helps employees learn from one another, enhancing their skills and job satisfaction.

**Support Continuous Learning and Career Aspirations:** Encourage a culture of continuous learning within the organization. Promote the value of ongoing professional development and lifelong learning. Encourage employees to seek out new challenges, acquire new skills, and explore opportunities to expand their knowledge. Let them explore new learnings in the learning platform or let them go to conferences, seminars, or other learning events off site to support their continuous learning journey. Consider their career aspirations, strengths, and areas for development. This assessment helps tailor learning opportunities to meet their individual needs.

# Sum-up

We've reached the end of the Retention Guide, and now, it's time for a quick sum-up of the major points, before you go out and create the best retention rates ever in your company.

## People leave jobs due to various reasons, including:

- Poor employer branding and reputation
- Loss of in-house knowledge and expertise
- Lack of career advancement opportunities
- Low pay or inadequate benefits
- Burnout or high levels of stress
- Lack of work-life balance
- Toxic company culture
- Lack of recognition and rewards

## Understanding company culture is important and can be done through:

- Employee surveys to gauge satisfaction and engagement
- One-on-one conversations between managers and employees
- Observing behaviors within the organization
- Reviewing policies and practices

## Transforming company culture requires:

- Leadership commitment and modeling positive behaviors
- Clear and transparent communication
- Learning and development programs
- Employee support programs

## Developing skilled managers involves:

- Establishing clear expectations and goals
- Providing learning and development opportunities
- Fostering strong communication skills

- Encouraging empathy and emotional intelligence
- Promoting a culture of continuous feedback
- Recognizing and rewarding performance
- Supporting career development
- Fostering a positive work culture

### **Checking in on employee wellbeing can be done through:**

- Creating an open and supportive culture
- Regular check-ins and wellbeing-focused questions
- Anonymous surveys and feedback mechanisms
- Implementing wellness initiatives
- Encouraging peer support and mentorship
- Acting on feedback and addressing concerns

### **Recognizing and rewarding talent involves:**

- Implementing a culture of recognition
- Tailoring recognition to individual preferences
- Providing opportunities for growth and development
- Offering competitive compensation and benefits
- Creating a positive work environment
- Celebrating achievements and milestones

### **And finally, offer relevant learning and development, which involves:**

- Determine the training needs of employees to ensure success in their jobs.
- Align learning and development initiatives with company goals to increase employee engagement and commitment.
- Explore different learning formats and choose those that are best suited to your audience, such as on-the-floor training, classroom training, digital learning, etc.
- Select a suitable learning platform (LMS, LXP, or LLP) to gather and provide easy access to learning materials for employees.
- Promote internal training and knowledge sharing to tap into the expertise within the organization and foster collaboration.
- Regularly measure the impact of learning and development programs on employee retention and performance.
- Support continuous learning and career aspirations by encouraging employees to seek new challenges, acquire new skills, and explore opportunities for professional development.
- Tailor learning opportunities based on individual needs, considering career aspirations, strengths, and areas for development.



**Good luck** and keep up the good work by creating a workplace your employees will enjoy going to every day.

Make people **happier**  
by making them **better**

**learningbank** 

Holmbladsgade 133, 3 Floor  
2300 Copenhagen - Denmark

+ 45 71 999 123  
info@learningbank.io  
learningbank.io