

Driving Bottom-Line Results

The Costly Impact of Turnover



Building the business case for frequent conversations to help drive engagement and performance while increasing retention.

A leading professional services company was challenged by low employee engagement and high turnover. In an industry where replacing the average employee costs 50-125% of his or her salary, quickly improving both engagement and retention was financially critical.

A financial risk of up to \$6.8 million per year

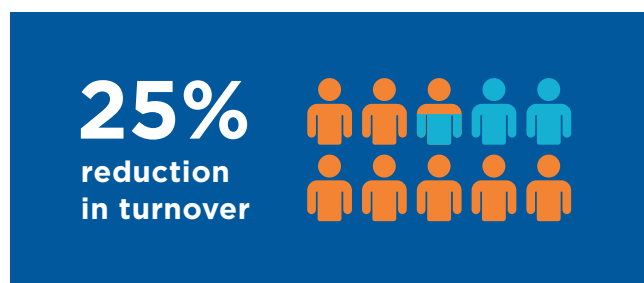
According to recent LinkedIn surveys, the professional services industry has one of the highest turnover rates (11.4%). As an industry with a median income of \$67K, and many salaries well into the six figures, employee replacement costs can easily become financially devastating. This professional services company had an average turnover of 8%, which, although lower than the industry average, created a financial risk of up to \$6.8 million per year.

The company identified the communication breakdown between employees and their direct managers as one of the largest risk factors of low engagement and unhealthy turnover. Top-performing employees weren't receiving enough attention and couldn't see their long-term career potential.

An approach to increase engagement and performance, while reducing turnover 25%

In the spring of 2016, the company implemented StandOut to support conversations where the work happens — at the team level. With StandOut, managers found the guidance they needed to ritualize the fundamental practice shared by the world's best team leaders: weekly, light-touch conversations about the near-term future work each team member is doing.

Using StandOut Check-Ins, team leaders were able to quickly gain insights into each employee's priorities and how the employee was feeling about work week by week. Team leaders now had the opportunity to get ahead of possible concerns and provide frequent coaching. This simple ritual kept their teams focused on the work at hand, driving bottom-line results through improved engagement and performance — and supporting substantial cost savings by reducing turnover.



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