



Doing what you say gets you what you want

Retention factors

By Susi Astengo.

Leadership – The most influential factor in a person's decision to stay or leave a job is the immediate leader. This person influences the relationship that they have with the job retention factors. Three key behaviours can greatly impact the individual's relationship to the remaining four factors. Trust, recognition and support:

- Is there a high trust relationship with an authority figure, generally the line manager?
- Does the leader show interest in the individual's success and satisfaction?
- Do both parties communicate openly and freely?
- Does the leader provide timely and constructive feedback?
- Does the leader offer support?

Meaningful work – Meaningful work has clearly defined measures of success that aligns with the organisations Vision, goals and organisational strategies. :

- Is the individual able to see how their work impacts the organisations overall success?
- How important is the individuals work to the organisation?
- What is present within the work constructs to ensure that the individual does not feel like 'a pair of hands'? Does the individual have both the accountability and the authority to carry out the tasks as stated?
- Are the individuals goals clear, measurable, mutually agreed upon and provide a stretch appropriate to the individual's skills, knowledge and capabilities?

Organisation – Individuals like to proud of what they do and where they work. As such they will look to align themselves with an organisation that offers valuable products or services and supports the community.

- Is their alignment between the individual and organisational values?
- Does the organisation offer fair total compensation?
- Does the organisation care about its employee's?
- Is communication within the organisation clear and does the individual have the opportunity to put forward their ideas and views?
- Does the organisation behave with integrity?

People – People prefer to work with like minded individuals who share a common professional standard and set of driving values. The relationship with our co workers is often more important than the job itself. Individuals are most satisfied when they are surrounded by people whom they value and feel valued in return

- Are the individual's co workers dependable, appreciative, trustworthy and accepting?
- Is there a level of professionalism and knowledge that matches the individual's expectation?
- Do the co workers behave with integrity, making and sticking to commitments?

Partnering and inspiring visionary leaders to produce outstanding results

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- Do fellow workers acknowledge the goals of the collective or are they driven solely by self advancement?

Development –

The majority of people desire growth and development, they need to know that there will be opportunities that stretch and challenge them. Individuals are motivated by increasing their value to the organisation and the market place, and demonstrate a life long learning mentality. Star performers are individuals who are incredibly valuable to an organisation as they have the capability to generate up to 8 times the output of an average performer.

For these individuals development is a way of life:

- Is there a clear and tangible commitment from the organisation to provide development opportunities either through formal or on the job activities?
- Does the organisation encourage learning?
- Is there coaching, guidance and mentoring happening in the organisation at all levels?
- Is there a clear opportunity for advancement?
- Is career planning a key strategic activity?
- Are high performers identified and encouraged at an early stage?

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