

Jeff Gross
Chief Empowerment Officer

Jeff Gross

is the owner of Gro-Nova Inc and author of *Ten Tips to Empowerment Leadership*, *The POWER of PEOPLE FIRST*, and *Ten Tips to Employee Retention, Creating a Stay Culture*.

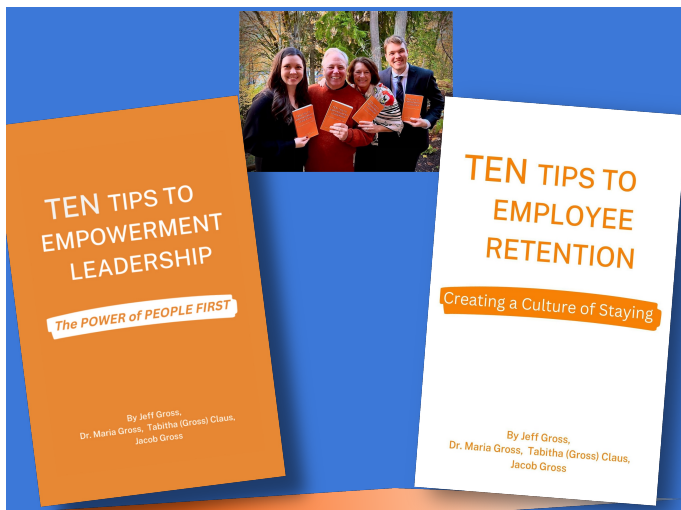
Jeff is passionate about empowering leaders to empower their teams. He has over 20 years coaching, leading, and building high-performance teams. Jeff's executive leadership experience includes working for small-to-large organizations including Fortune 500 companies and as the Director of Business Development for an A&E firm.

Jeff has a Master's Degree in Business Administration and Bachelors of Science in Chemical Engineering.

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**I'M EXPERIENCED
I'M EDUCATED
and
I like long naps and a
strong drink**



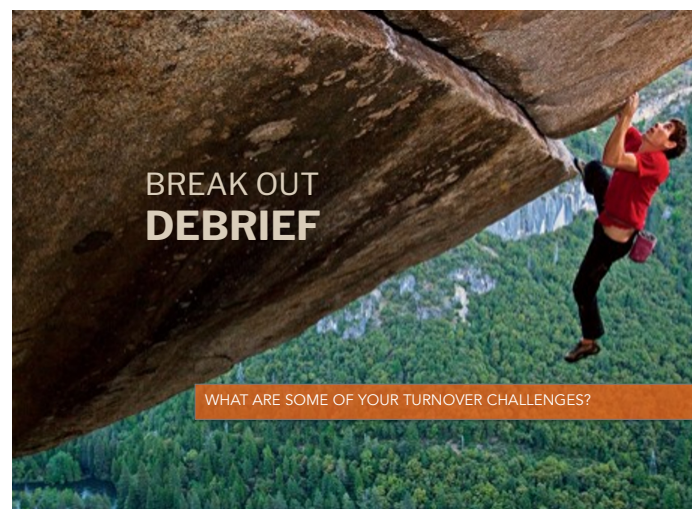
What You'll Learn Today

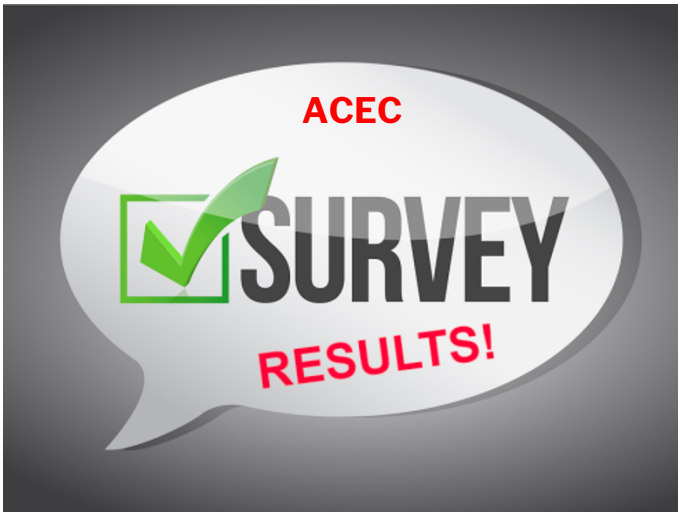
The Whys of Why People Leave

The Whys of Why People Stay

How to Create
a Culture of Staying

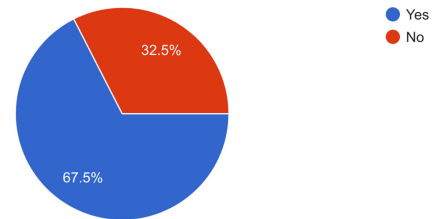
The Ten Tips to Employee Retention





Poll Results - Does your firm conduct employee exit interviews?

Does your firm conduct employee exit interviews?
40 responses



Poll Results -
What are the top 2 to 3 reasons your people leave, based upon your exit interviews?

- Wanting a more balanced life (live, work, play),
- Higher Pay
- Better retirement benefits
- Ability to work fully remote
- Seeking growth/new experiences
- Opportunities with city and government
- Job opportunities to grow with their degree/specialty
- Better Training

Poll Results - Why do you personally think people leave?

- Days of loyalty to the company are long gone
- Millennials and Gen Z wants only what is best for them
- No passion for lifelong learning
- Better pay
- Burnt out by the industry
- Internal communication not always transparent
- Not recognition for efforts or work put in during tough times
- Workplace culture is not conducive for productivity
- Employees with negative or toxic attitudes
- Poor communication from managers
- Lack of career planning and growth
- Wanting more stable hours, less stress
- The lure of benefits/ grass is greener
- Generally they are younger staff and haven't settled in to lives activities
- Looking for new adventures

As employees in their 30s re-evaluate life goals and often prefer to work less as they start families.

QUESTION

According to a 2019 Gallup Poll -

What percentage of people leave because of their boss?

Round to nearest 10%
(Example 10%, 20%, 30%, 40%, 50%, 60%, 70%, 80%, 90, 100%)

Who's leaving, and why

26% of workers planning to leave their employers after the pandemic.

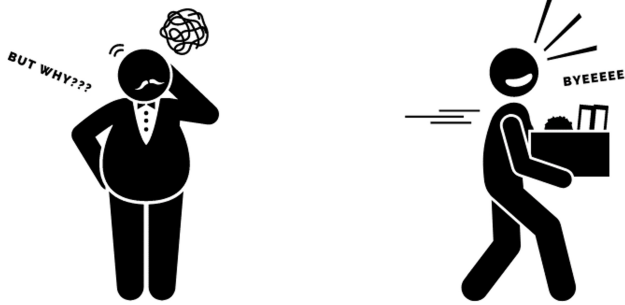
80% are doing so because they're concerned about their career advancement

72% say the pandemic caused them to rethink their skill sets

50% of people currently working remotely say if their current company doesn't continue to offer remote-work options long-term, they'll look for a job at a company that does.

<https://www.cnn.com/2021/04/19/1-in-4-workers-is-considering-quitting-their-job-after-the-pandemic.html>

THE GREAT RESIGNATION



Looking for something more fulfilling

Looking for remote work

Looking for better work-life balance

Looking for a better culture

Looking for career growth

LOOKING FOR LOVE

*I was lookin' for love in all the wrong places
Lookin' for love in too many faces
Searchin' their eyes
Lookin' for traces of what I'm dreaming of*

Johnny Lee

TIP #1

Know your NUMBERS :

Turnover Rate

Cost of Turnover

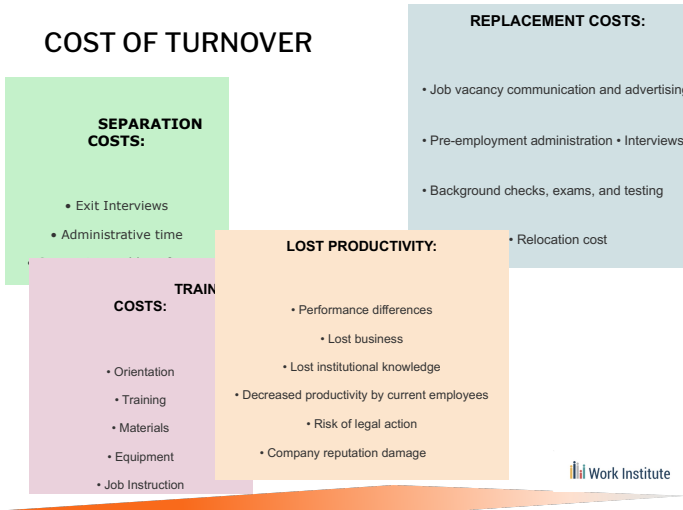
What's the CO\$T\$ to A&E Firms?

Employees not engaged • Managers not engaged • People leaving

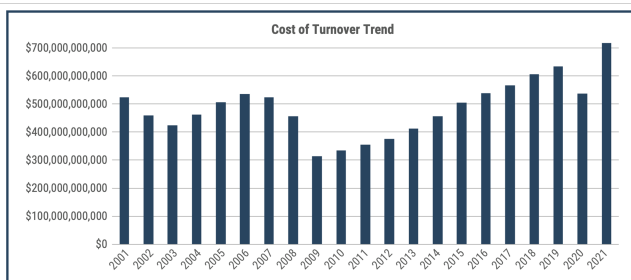
**“THE ESTIMATED COST
TO REPLACE ONE
EMPLOYEE IS 130% OF
THAT EMPLOYEE’S
ANNUAL SALARY.”**

DEPARTMENT OF LABOR

COST OF TURNOVER



COST OF TURNOVER



Employers that do not track the cost of turnover often lose millions of dollars in profitability that goes unnoticed.

Work Institute

WHAT ARE WE TO DO?



✓ **FIGURE OUT WHY YOUR STAFF ARE LEAVING**

✓ **PREPARE FOR A HIGHER TURNOVER**

✓ **WHEN THERE IS A LOSS THERE IS OPPORTUNITY**



✓ **FIGURE OUT WHY YOUR STAFF ARE LEAVING**

If you **know why** your team members are leaving, you'll **learn how** to improve your workplace to encourage team members **to stay**.

TIP #2

Know why people
STAY - not LEAVE .

Perform Yearly Stay Interviews

A NEW VOCABULARY

The
GREAT
RETENTION!!
Creating a culture of staying

STAY INTERVIEW

AND

EXIT INTERVIEW

Soliciting feedback before they actually resigns gives you a chance to address the problems.

Proactively seeking an employee's feedback could improve morale.

Employees might not feel comfortable being completely honest talking to their direct manager.

Employees are much less free with their feedback when staying.

Too late to convince a good employee to stay.

Reactively seeking an employee's feedback could lead to misleading information.

Employees could feel more comfortable talking to HR upon leaving.

Employees are much more free with their feedback when leaving.

<https://www.linkedin.com/blog/stay-interviews-vs-exit-interviews-why-you-need-both>

Voice-of-the-Employee Tools



Benefits of conducting stay interviews:

Shows that you care

Builds trust

Increases open and honest communication

Allows for a mutual conversation regarding their work

Gives you viable information to make positive changes

Shows patterns and data related to turnover rates

<https://www.indeed.com/hire/c/info/conducting-stay-interviews>

A stay interview:

focuses on what motivates your employee to stick around,

what could be better about their work experience and

how they envision the next stage of their career within your organization.

Stay interviews are informal conversations between the manager and employee



LEARN WHAT IS IMPORTANT



At least once a year
I recommend twice a year
More for AT-RISK

Best practices for stay interviews

- Don't combine stay interviews with performance reviews
- Ask questions that address both the positives and negatives of their position and for the company as a whole
- Let the employees know what changes were made because of their feedback
- Do not dismiss, trivialize, or explain away an employee's answers
- Between the employee and their direct manager

What to ask in a stay interview

- What do you look forward to when you come to work each day?
- What do you like most or least about working here?
- What keeps you working here?
- If you could change something about your job, what would that be?
- What would make your job more satisfying?
- How do you like to be recognized?
- What talents are not being used in your current role?
- What would you like to learn here?
- What motivates (or demotivates) you?
- What can I do to best support you?
- What can I do more of or less of as your manager?
- What might tempt you to leave?

How leaders can stay accountable

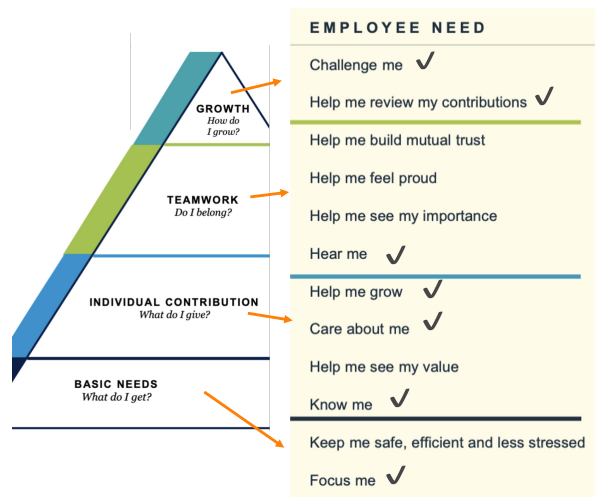
Thank the employee for their time,

Summarize the feedback you've heard,

Relay what your next steps will be.

Provide a clear sense of what the employee can expect will be different following the discussion.

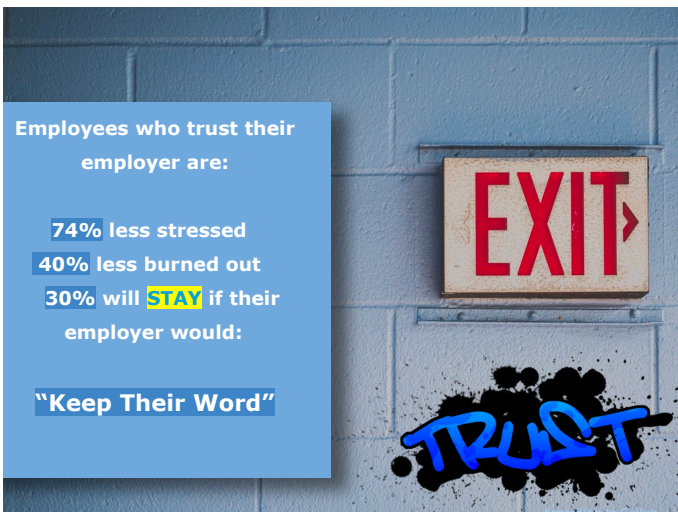
Use the **information** gathered
to make **positive** changes
to Create a **Stay Culture**



Employees who trust their employer are:

- 74% less stressed
- 40% less burned out
- 30% will **STAY** if their employer would:

"Keep Their Word"



"Without trust there is no team - just a group of people who can't wait to find their next job."

Jeff Gross

TEN TIPS TO EMPLOYEE RETENTION

According to Gallup, employees who trust their employer are:

- o **74%** Less stressed
- o **40%** Less burned out
- o **30%** Will stay if their employer will

"Keep Their Word"

TIP #3

**Do what you say you're
GOING to do.**

Annual Trust Index

(Percent of Employees who "TRUST" their - Executive Leadership, Direct Manager, and Peers)

CULTURE INDICATOR

The Trust Index is done anonymously and is the measurement the percentage of your employees who trust their:

- Executive Leadership Team
- Direct Manager
- Peers

Successful people make a point to do what they say, and failing to do so:

- o Erodes credibility
- o Builds distrust
- o Limits opportunity and,
- o Degrades your integrity

Stop Richard

13 Behaviors that high-trust leaders exhibit:

13 Behaviours that High-Trust Leaders

- | | |
|------------------------|-----------------------------|
| Character | 1. Talk straight |
| | 2. Demonstrate respect |
| | 3. Create transparency |
| | 4. Right wrongs |
| | 5. Show loyalty |
| Competence | 6. Deliver results |
| | 7. Get better |
| | 8. Confront reality |
| | 9. Clarify expectation |
| | 10. Practice accountability |
| Character & Competence | 11. Listen first |
| | 12. Keep commitments |
| | 13. Extend trust |

Steve Covey, Speed of Trust

TIP #4

Show that you C.A.R.E. .

HOW?

"If you don't care they will find someone who does."

Jeff Gross

TEN TIPS TO EMPLOYEE RETENTION

Show that you C.A.R.E by:

Communicate Often

Appreciate Often

Reward Often

Engage Often

Communicate Often

5 reasons some leaders are **POOR** communicators are because they:

1. **Feel Vulnerable**
 - Instead of feeling comfortable engaging they disengage.
2. **Intimidate Others**
 - They let their ego and title get in the way of being a good communicator and leader.
3. **Lack Subject Matter Expertise**
 - They tend to try and hide their insecurities but end up hiding nothing and exposing the truth.
4. **Don't Prepare**
 - When leaders are not prepared it is not only disrespectful to other but leads to miscommunication and miss-direction.
5. **Void of Executive Presence**
 - Lacking an executive presence deteriorates trust and leads to poor communication.

Liberty

5 Tips to APPRECIATION:

1. **Be specific and give examples.** Just saying good job is not enough. Saying, "Good job getting the Baker project done on time and on budget! Great work!" Is spot on 🙌
2. **Encourage others to call out good work.** Appreciation should not just be from the management. Peer-to-peer appreciation is powerful.
3. **Do appreciation both publicly and privately.** Mixing it up keeps it authentic.
4. **Appreciate the team more than individuals.** Team appreciation causes better teamwork and cooperation.
5. **Do appreciation frequently.** We recommend at least weekly in a team huddle.

Appreciate Often

Two words that an Empowerment Leader uses often because they know the power they carry are:

Good Job!

Appreciate Often

5 Tips to APPRECIATION:

1. **Be specific and give examples.**
2. **Encourage others to call out good work.**
3. **Do appreciation both publicly and privately.**
4. **Appreciate the team more than individuals.**
5. **Do appreciation frequently.**

Appreciate Often

REWARDS

Extrinsic

Bonuses

Needs to be clear on how to achieve and quarterly if possible.

Salary Raise

Tied to increased skills, competence, productivity and performance.

Gifts

Short-term effect and tied to a company goal.

Promotion

Effects the long-term satisfaction of the employee.

Intrinsic

Feedback

Significant impact to performance and develops a relationship between manager and employee.

Recognition

Boost employee's self-esteem and happiness.

Trust/Empowerment

Critical for long-term retention and performance

Engage Often

Healthy engagement looks like:

- The team is involved in decision making
- Leaders hold one-on-one meeting
- Relationship building activities are frequent
- The team is not micromanaged
- The team doesn't hate to see you coming

Reward Often

Show that you *C.A.R.E.*

EMPOWERMENT LEADERSHIP
CULTURE IS BUILT ON

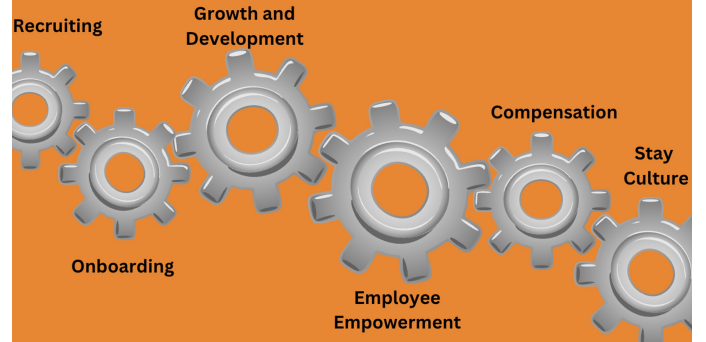
RELATIONSHIPS
ENGAGEMENT
INCLUSION

an Empowerment Culture does not just happen. Empowerment requires vision, training, daily feeding, and nurturing. Creating and sustaining an Empowerment Culture takes time, commitment, accountability, and constant care.

"If you don't drive your culture, your culture will drive you."
Jeff Gross

TEN TIPS TO EMPOWERMENT LEADERSHIP

CREATING A STAY CULTURE



RECRUITING & ONBOARDING YOUR CULTURE

QUESTION?

Why is recruiting and onboarding important for retention?



TIP #5

Recruit to STAY.

How recruitment can go wrong is by:



Hiring warm bodies just to fill slots.

Hiring for skills over talent.

Believing that anyone can do a low-level job.

Believing that they train the wrong people to become the right people.

HOW DO WE RECRUIT TO STAY? BREAK OUT



HOW?

Hire for potential, not experience

Stop outsourcing your recruiting

Study your results – and act on them

Keep an eye on what your competitors are offering

Keep an eye on what your employees want

<https://resources.workable.com/tutorial/recruitment-and-retention-strategies>

Training and experiences an employee has had **before coming to your company** will vastly outweigh whatever experiences they have **during the limited time** they spend at your company.

www.journeymfront.com

Cultural fit questions to ask during the interview:



What type of culture do you thrive in?

What values are you drawn to and what's your ideal workplace?

Why do you want to work here?

What best practices would you bring with you from another organization?

Tell me about a time when you worked for an organization where you felt you were not a strong culture fit.

CAN YOU BE AN EMPOWERMENT LEADER?

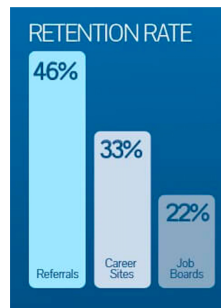
Our culture is built on **empowerment** where our leaders **SERVE** the team and **not that the team serves them**. Your team members will be **involved** in all **decision-making** and you'll be **expected** as their leader to **build relationships**, and **engage with them daily**.

[Ten Tips to Employee Retention](#)

EMPLOYEE REFERRALS

Summary – Benefits Of Employee Referrals

- Reduced Hiring Time.
- Better Conversion Rate.
- Reduces Recruitment Cost Significantly.
- Improves Quality of Hire.
- Better Employee Retention Rate.
- Easily Find Candidates For Hard To Fill Roles.
- Improves The Scope of Employee Engagement.
- Boost Employer Branding.



TIP #6

Onboard to STAY .

HOW ?

The onboarding process is the perfect time to drive your culture and it starts from the top. It's imperative that your CEO communicate to the new employees what your culture is and what are the expectations.

Engage Existing Employees - Get existing employees input on onboarding topics and have them present where possible.

Create Customization - Encourage and allow new hires to customize their work space, devices, and/or work applications.

Give Gear and Swag - Nothing say welcome like getting their computer, phone, office supplies and swag.

Explain Expectations - All employees, but especially new hires want to know what you expect.

Show a Pathway Up - Lack of advancement opportunities is one of the biggest reasons why people leave.

Communicate Your Stay Culture - This is your opportunity to properly set the tone and expectations for your People First Stay Culture.

Keep the Energy UP - Don't let the onboarding process drag on, build in team building activities and keep the energy up.

You are the first impression, so make it a good **"STAY"** one!

EMPLOYEE GROWTH & DEVELOPMENT



Study: 45 Percent of Employees Say They Would Leave Their Current Job Today if They Were Not Offered Training and Development

88% of Gen Zs say it is important to them that a future employer offers formal training programs

74% Of Millennials & Gen Z Think They Can Build Better Skills At A New Job

61% Important in weighting their decision to **STAY**



TIP #7

GROW and DEVELOP
to **STAY**.

TIP #7a

It's Cheap and Effective !

"When you show your commitment to the growth and development of your people, they will show their commitment to you to stay."

Jeff Gross

"YOU need to be the **new** job,
at their **CURRENT** job."

Jeff Gross

74% Of Millennials & Gen Z Think They Can Build Better Skills At A New Job

TIP #7

GROW and DEVELOP
to **STAY**.
HOW?

Your Stay Culture needs to have clear pathways for advancement and professional growth. Every employee should have at least one professional development activity.

Ensure training is in your budget.

Open Book Policy

Continuing Education

- Enrollment in formal degree programs, courses, or workshops
- Pursuing certificates, accreditations or other credentials through educational programs

Participation in Professional Organizations

- Attending local, regional, national, and international meetings, conferences and workshops
- Presenting papers at conferences and workshops

Technology Training

- Keeping up with technology, systems, processes
- Learning about new developments in your field

Increased duties and responsibilities

- Taking on new challenges in current position, projects, long or short-term assignments

"To move **up**, sometimes you need to move **sideways**."


Jeff Gross




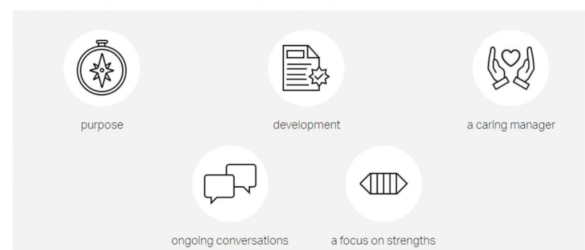
WHAT IS EMPLOYEE ENGAGEMENT AND WHY IS IT IMPORTANT?

- Formally defined as an employee's level of commitment and connection to the company
- High levels of engagement promotes talent retention, improves performance, and fosters customer loyalty



DRIVERS  Feeling of being **VALUED** and sense of **COMMUNITY**

DRIVERS  Feeling of being **VALUED** and sense of **COMMUNITY**



TIP #8

Empower to STAY.

EMPOWERMENT LEADERSHIP
CULTURE IS BUILT ON

RELATIONSHIPS
ENGAGEMENT
INCLUSION

To get engagement
you have to give engagement

- Jeff Gross
gro-nova.com

ENGAGEMENT

Empowerment 1:1

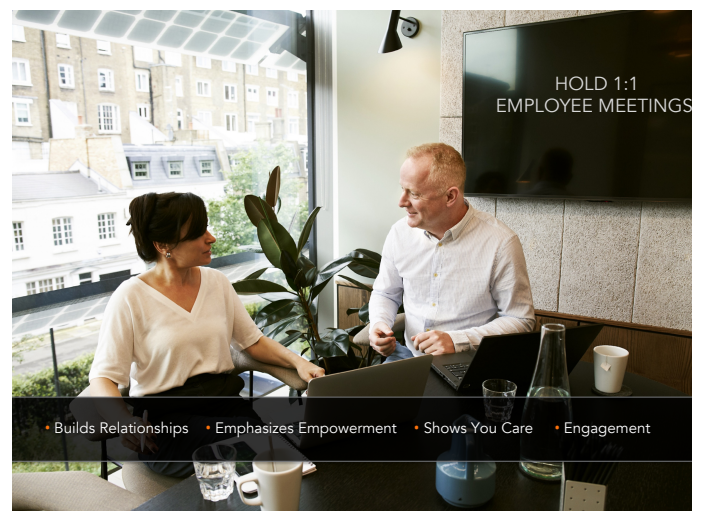
As a manager, do you routinely
conduct one-on-one meetings
with your team members?

Yes (At least once
a month) ☒ 91%

No ☐ 9%

106 votes • Poll closed

[Remove vote](#)





Don't do employee One-on-One
Do **EMPOWERMENT** One-on-One

- Jeff Gross
gro-nova.com

EMPLOYEE COMPENSATION

HOW CAN WE
COMPENSATE TO STAY?



*What are your current
compensation challenges?*

*What are your current
compensation challenges?*

3:59

*What are your current
compensation challenges?*

DEBRIEF

 **SURVEY**
RESULTS!

Please share any comments, ideas or thoughts.

During the onset of the pandemic, I personally felt like we needed to do a lot to keep our employees. Since I am in charge of HR and finance I advocated for and implemented a lot of new benefits, higher pay, flexibility, etc. However, within the past year I have noticed that our staff has become (dare I say) "spoiled?"

We have found a lot of great candidates and new recruits who are very grateful for what we offer, and we'd rather build a team of those who are willing to work for what they earn and have a great attitude when they come to work.

TIP #9

Compensate to STAY .

HOW?

EMOTIONAL COMPENSATION HOW TOs

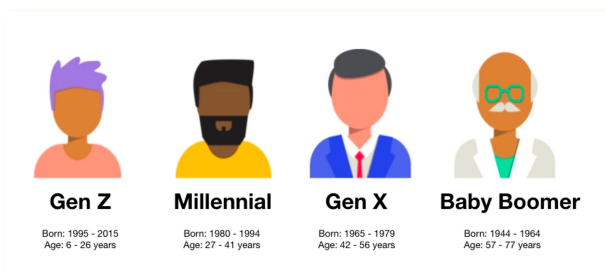
Be the market trend setter:

- 1) Pay
- 2) Benefits
- 3) Flexibility
- 4) Tuition Reimbursement/Student Loan Support
- 5) Child Care
- 6) Spot Bonuses
- 7) Profit Sharing
- 8) PTO
- 9) Paid Time for Volunteering
- 10) Student Debt Payback

Leigh Branham, author of *The 7 Hidden Reasons Employees Leave*, revealed that 89% of bosses believe employees quit because they want more money.

In reality, only 12% do.

OUR FUTURE WORKFORCE



BRUTAL FACTS

NextGEN REVOLUTION

Baby Boomers are retiring at a rate of **1 every 9 seconds** between now and 2029

Source: USA Today Money

Generation X now accounts for **51% of leadership roles** globally

Source: CNBC/Conference Board Global Leadership Forecast 2018

The Millennials

Today **35%** of the US workforce are millennials.

Millennials will represent **75%** of the global workforce by **2025**.

2/3 will leave after just 2 years

By 2025,
4 in 5 will
be **UNDER 55**.

Adapted from: K. Tyler, Neckties to Nose Rings (2002)

By 2025,
1 in 5 will
be **OVER 55**.

Adapted from: K. Tyler, Neckties to Nose Rings (2002)

TIP #10

Develop a STAY plan.

What would you recommend your firm should do to lower employee turnover?

What would you recommend your firm should do to lower employee turnover?

- Establish a culture that is engaging with the employees and building a family-like work environment
- Listen more to employees vs assuming what they want
- Provide a more 'safe' space to come forward and share feedback
- Company ownership at younger ages and less seniority
- Develop more meaningful connections between managers and staff.
- Look at increasing salary and benefits
- Developing a career path with salary ranges so people know what's expected and required for the next step
- Increase employee engagement
- Do outside team building activities to build relationships with employees, including all levels of employees. This may open more communication between managers and employees.
- Frequent inquiry with staff regarding their personal goals, needs, future promotion opportunities

6 STEP TO YOUR STAY CULTURE PLAN

Step 1) Brand Your Culture - When you brand your culture, you will be both clearly communicating what your culture expectations will be and holding the organization accountable.

Step 4) Create a Stay Culture Advisory Board
Creating a Stay Culture Advisory Board (Accountability Board) will help manage the implementation, measure improvement and hold the organization accountable to your new culture.

Step 2) Set Goals and Milestone - It will be the qualitative milestones that will get you there and should be generated from obtaining feedback for the whole organization by asking all employees:

Step 5) Hold People Accountable
When creating a new People First culture you'll need to stop the poor behaviors that have been allowed to poison your organization.

What would you recommend we do to lower employee turnover?

Step 3) Celebrate Milestones
Communicate and celebrate milestones frequently.

Step 6) Constant Care
Your culture is a living breathing entity that needs constant care. Stop feeding, watering and loving it, and it will die.

AS SEEN ON
TV
But Wait...
THERE'S MORE!

BONUS TIP #11

Stay **Flexible** and People will **Stay**

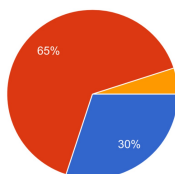
Which describes your current remote work policy?

- ☐ We require 100% onsite work.
- ☐ We offer a hybrid remote work environment (i.e., Require some onsite work days per week).
- ☐ We offer that people can work 100% remotely.

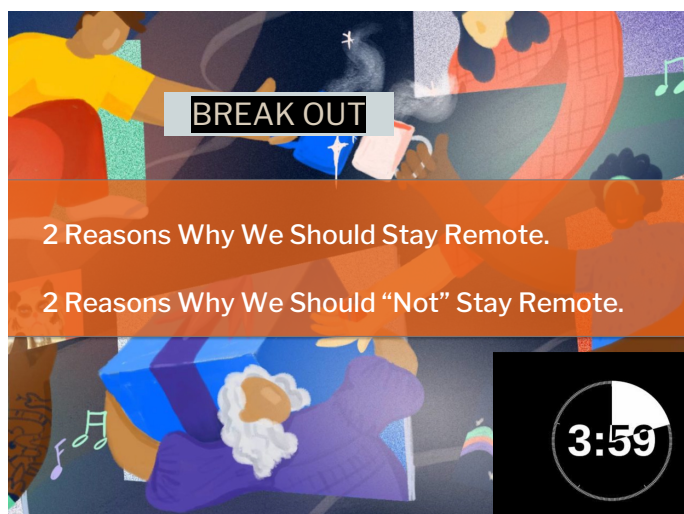
Will your remote work policy stay the same next year?

- ☐ Yes
- ☐ No

Which describes your current remote work policy?
40 responses



- We require 100% onsite work.
- We offer a hybrid remote work environment (i.e., Require some onsite work days per week).
- We offer that people can work 100% remotely.



Why We Should Stay Remote? DEBRIEF

- Has become more standard in consulting
- Employees have become accustomed to the flexible schedule
- Employees value work life balance
- Both a recruiting and retention tool
- It aligns with the culture of our firm
- We are somewhat hybrid. Although we are 100% onsite starting Jan 2023... If absolutely needed, the employee may request to remotely work from management.
- Hybrid work is workable for consulting and need to be competitive with other similar firms that are offering hybrid work.
- Our engineers are productive at home and they seem to enjoy working from home as a benefit.
- Employees have proven that they can be just as effective working from home. If productivity can remain the same or better then we will not go back to a 100% work in the office policy.
- This is part of the work culture we strived for even prior to COVID.

Gro-Nova Employee Retention 2022 Poll

Why We Should Not Stay Remote? DEBRIEF

- Not sustainable to develop young employees and remain responsive to clients
- At the moment, it's too difficult to manage employees who are taking advantage of the WFH flexibility. We allowed a lot of flexibility, only requiring people to work in the office for 2 days a week. Employees would make life decisions assuming that we would allow them to work from home 100%, such as buying a puppy that needed around the clock attention, saying they weren't feeling well (but for 2 weeks), etc. We are looking to require a 100% return to the office within the next month because of this.
- I don't believe the personnel is effective working from home
- I feel productivity decreases with remote work, at least with our current employees. We offered remote work during the pandemic, most didn't like it.
- We feel it's important to work together face to face. working from home is done on a case by case for special situations but in general, we expect employees to work in the office.

Gro-Nova Employee Retention 2022 Poll

Who's leaving, and why

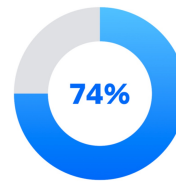
50% of people currently working remotely say if their current company doesn't continue to offer remote-work options long-term, they'll look for a job at a company that does.

<https://www.cnbc.com/2021/04/19/1-in-4-workers-are-considering-quitting-their-job-after-the-pandemic.html>

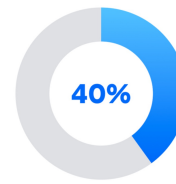
How Gen Z employees prefer to work



Gen Z in The Workplace | Survey by TalentLMS and BambooHR



WANT FLEXIBILITY

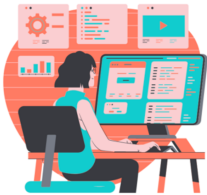


HAVE FLEXIBILITY

74 percent of respondents want to keep their flexible work arrangements. Only 40 percent actually can.

<https://www.atlassian.com/blog/teamwork/reworking-remote-work-study-2021>

Pros of working remotely



- SAVING TIME AND MONEY
- FLEXIBLE WORKING HOURS
- INCREASED EMPLOYEE PRODUCTIVITY
- MUCH LESS SICK LEAVE

Cons of working remotely



- BROKEN COMMUNICATION
- STAFF REDUCTION
- CONTROL PROBLEM

Characteristics of High Performing Teams

- | | |
|---|---|
| <ul style="list-style-type: none"> • Commitment/Trust in Each Other & Purpose • Collective Responsibility • Understanding the Rules of Engagement • Understanding of Team/Individual Goals • Leadership of the Team Shifts Occasionally to Drive Results | <ul style="list-style-type: none"> • Actively Diffuse Tension/Friction • Engage in Extensive Dialogue – No Worker Left Behind • Conflict is Managed, Criticism is Constructive • Oriented Toward Problem Solving & Removing Obstacles • Personal Responsibility & Accountability |
|---|---|

We had leadership issue before remote that are made worse with remote.

REMOTE WORK KILLERS

HARD TIME LETTING GO

NOT TRUSTING

DIFFICULTY GIVING AUTONOMY



THE MICRO-BOSS



A recent Gro-Nova poll resulted in **93%** of us having worked for a Micro-Boss at one time or another.



"If you as a leader are uncomfortable with remote work, you need to come to terms that it's not the teams inability to handle it, but yours."

Jeff Gross



Challenges inherent in remote work include:

- Lack of face-to-face supervision
- Lack of access to information
- Social isolation
- Distractions at home
- Enhanced issues with already existing silos

<https://www.forbes.com/sites/brentgleeson/2020/08/26/13-tips-for-leading-and-managing-remote-teams/?sh=23a0db11577b>

Top Tips for Managing Remote Teams

01 Agree ways of working Make sure every team member is clear about how you will work together remotely, how you keep each other updated, and how frequently.

02 Show the big picture but prepare to flex Remind your team about the big picture and how their work fits into it. Review short-term goals regularly and adjust as needed. If some members can't carry out all their usual work, consider other skills they can lend to others to meet team goals.

03 Set expectations and trust your team Be clear about mutual expectations and trust your team to get on without micromanaging. Focus on results rather than activity.

04 Make sure team members have the support and equipment they need This includes any coaching they might need to use online systems or work remotely. Keep your calendar visible and maintain a virtual open door.

05 Have a regular virtual huddle This is essential for keeping connected as a team, to check in on each other's wellbeing and keep workflow on track. It needn't be long, but regularity is key.

06 Keep the rhythm of regular 1-2-1 and team meetings This maintains a sense of structure and continuity for all.



What should be included in your Remote Work Policy?

REMOTE WORK POLICY BEST PRACTICES

- Will working be a choice or mandated.
- Will a budget be given for internet and home office set up.
- Implementing continuous feedback loops so there's not an "out of sight, out of mind" situation.
- Put it in writing.
- Working remotely is a privilege and can be revoked for performance issues.
- Work hours need to be adhered to.
- Internet Security
- Clearly define:
 - How will employees communicate with management?
 - With each other?
 - What will the response time be for management communications?
- Policy should specify how an employee's productivity will be measured.
- Safety

REMOTE WORK POLICY BEST PRACTICES

*Your Remote Work Policy
Should be Created
from The Bottom Up -
Not The Top Down*

Hybrid Work Policy Examples

Hybrid work privileges are offered to full time employees in good standing, who meet all of the following criteria:

- You may work from home one day every other week if you have worked in the industry one year or less.
- You may work from home one day per week if you have worked in the industry from one to two years.
- You may work from home two days per week if you have worked in the industry over two years.
- You are not a receptionist.
- You agree to provide a safe work environment for yourself and sign the company's waiver of liability form.
- Your remote work performance will be at least as productive as your office work performance.

If you are interested in relocating or planning to relocate to a different state, please discuss it with your manager and/or HR, even if you're already in a full-time remote or hybrid position. Authorization to permanently work in another state or temporarily or permanently work in another country must first be discussed and approved by the Executive Vice President or higher prior to any work being performed.

We trust all our employees to get their work done based on internal and external client requirements. By being available (or communicating the lack thereof), you will be responsive to your teammates.

LAST THOUGHT

**To improve your retention,
you will need to improve
your culture. Creating a Stay
Culture with a People First
doctrine will raise your
organization to new heights
in employer, employee, and
customer satisfaction.**

Win-Win-Win!!

Creating a Stay Culture with a People First doctrine will raise your organization to new heights in employer, employee, and customer satisfaction. Win-Win-Win!!

PEOPLE



What You'll Learn Today

- ✓ The Whys of Why People Leave
- ✓ The Whys of Why People Stay
 - ✓ How to Create a Culture of Staying
- ✓ The Ten Tips to Employee Retention

emPOWER - ON!

Jeff Gross

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THANK YOU!

