



Forget Retention!  
Think  
INVESTMENT



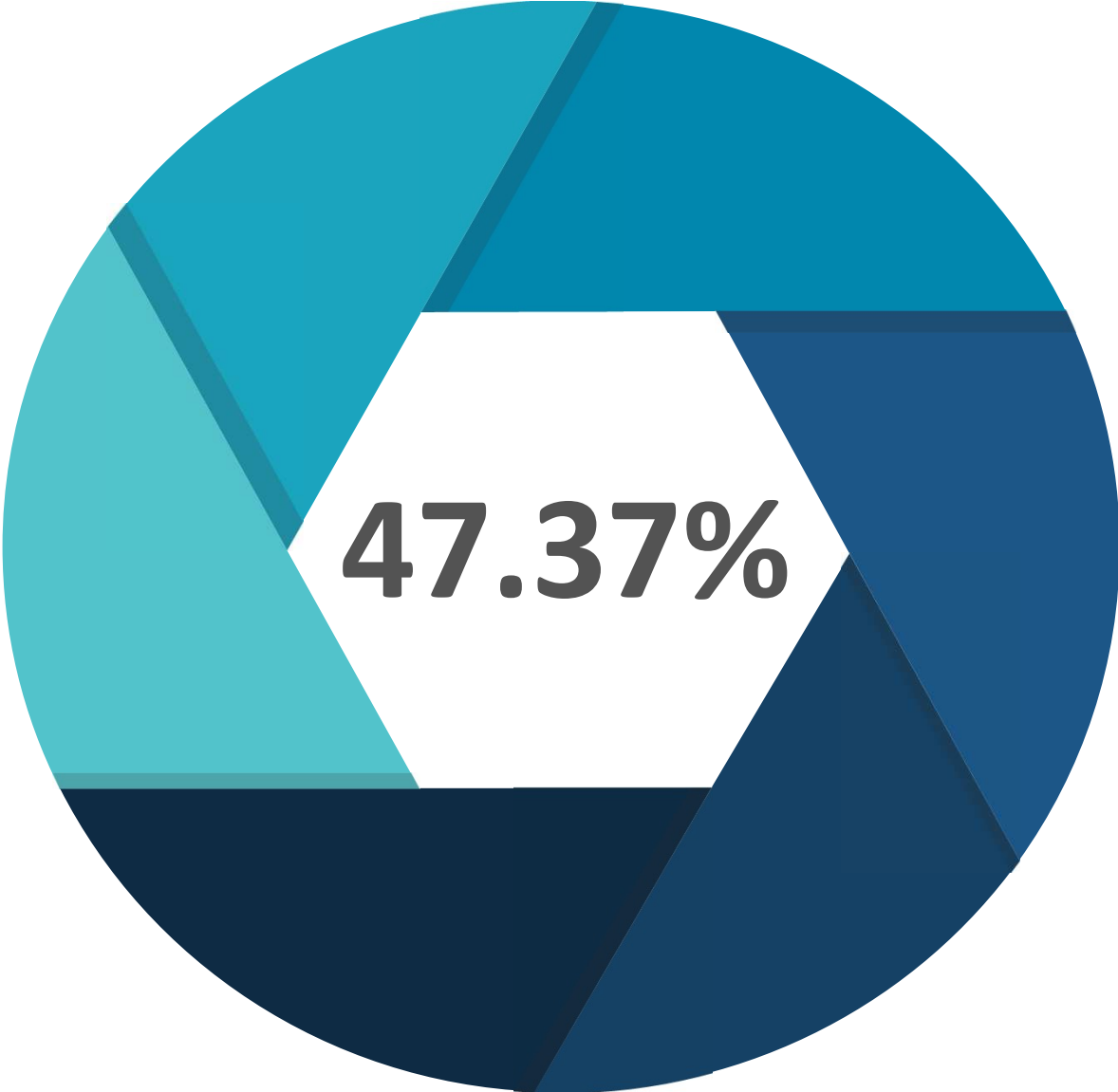
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## OBJECTIVES

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- Challenge the traditional Retention Mindset
- Recognize the connection between leadership investment and team performance
- Identify practical ways that Leaders can invest in their team members daily
- Commit to and implement specific leadership behaviors that shift workplace culture

WHERE WE ARE  
CURRENTLY



# Steven R. Covey

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“..the biggest leadership challenge of our times is not insufficient resources, but rather our inability to access the most valuable resources at our disposal.”

...Some leaders create genius all around them while other leaders drain intelligence and capability from an organization.”

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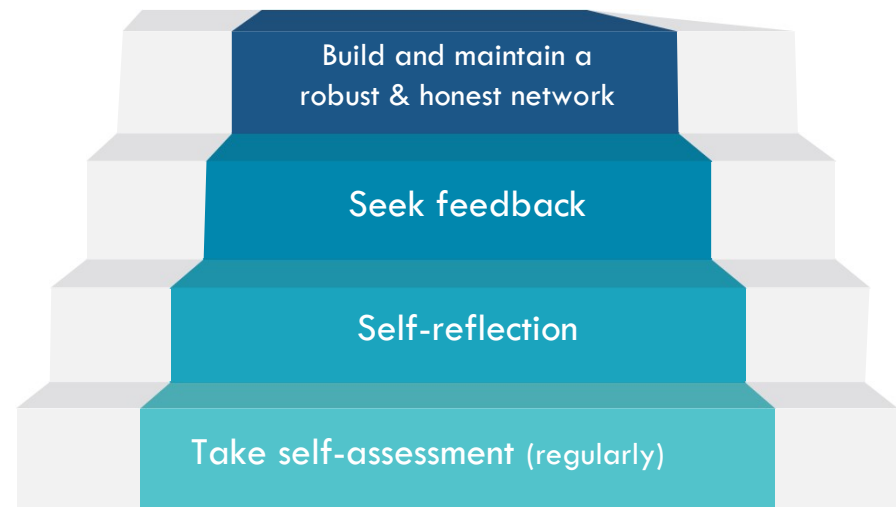
# KNOW WHERE YOU ARE AT



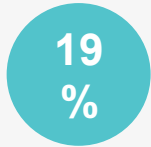
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THE  
**SELF-AWARE**  
LEADER

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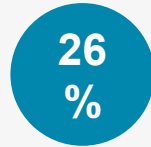


# THE LEADERSHIP GAP



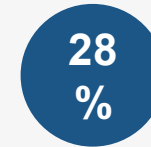
ONLY 19%

LEADERS ARE ADEPT  
AT REDUCING EMPLOYEE  
BURNOUT



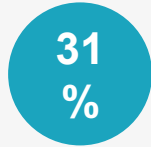
ONLY 26%

OF LEADERS HAVE MASTERED  
DEVELOPING MIDDLE PERFORMERS  
INTO  
HIGH PERFORMERS



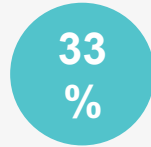
ONLY 28%

OF LEADERS ARE ADEPT  
AT MANAGING  
HYBRID TEAMS



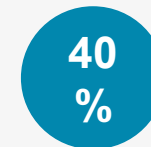
ONLY 31%

OF LEADERS ARE  
HIGHLY PROFICIENT  
AT MANAGING  
DIFFICULT PERSONALITIES



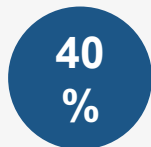
ONLY 33%

OF LEADERS ARE  
HIGHLY SKILLED AT MANAGING  
REMOTE EMPLOYEES



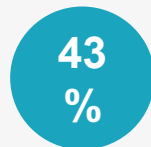
ONLY 40%

OF LEADERS ARE  
WELL-VERSED  
IN OVERCOMING  
RESISTANCE TO CHANGE



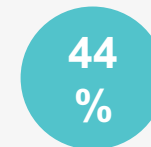
ONLY 40%

OF LEADERS ARE  
HIGHLY SKILLED AT SETTING  
INSPIRING GOALS FOR  
EMPLOYEES



ONLY 43%

OF LEADERS ARE ADEPT  
AT DELIVERING CONSTRUCTIVE  
FEEDBACK THAT CHANGES  
BEHAVIOR



ONLY 44%

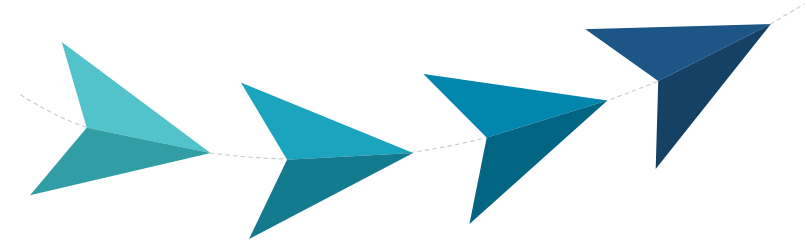
OF LEADERS ARE HIGHLY  
CAPABLE OF KEEPING  
EMPLOYEES OPTIMISTIC AND  
RESILIENT

# INVESTMENTS

To allocate money, time, or effort into an asset or endeavor with the expectation of generating a profit or achieving a desired return in the future.



# INVESTING IN OTHERS



- Giving of time and resources with the expectation of growth and returns from the person being invested in.
- Key difference in great leadership: the desired growth is not for the leaders' benefit, but for the team member being invested in.

THE

# IMPACT of INVESTMENT



94% of employees stated  
- would remain with  
company if invested in  
their career development  
(LinkedIn study)



Companies with structured  
leadership programs  
experienced a 25-35%  
reduction in turnover  
(Deloitte Global report)



Managers account for 70%  
of the variance in employee  
engagement  
(Gallup study)



# THE DEVELOPMENT CYCLE

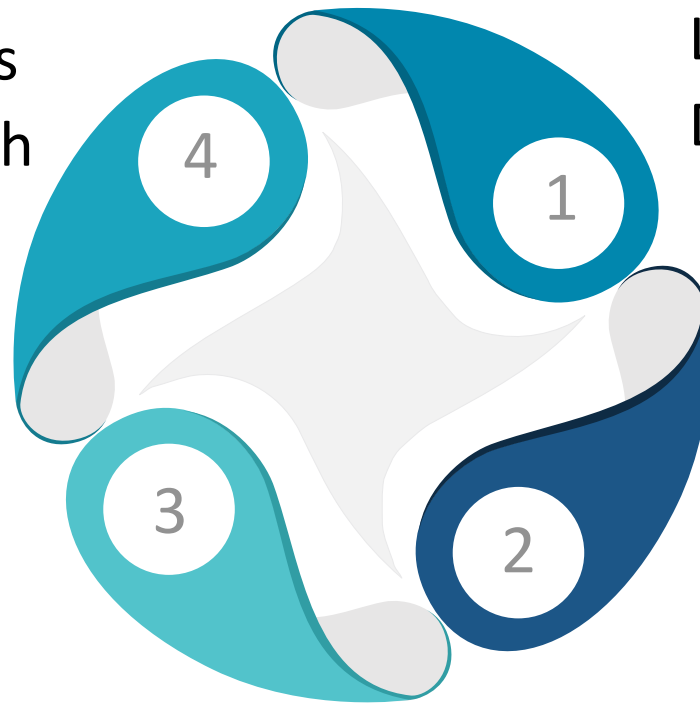
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Support their team's  
Career Growth

Leaders +  
Development Training

Provide Constructive  
Feedback

Acquire skills of  
Improved communication



# WHAT DOES INVESTMENT LOOK LIKE?

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- **Formal Leadership Program**

- Assessment & Benchmarking
- Structured Curriculum
- Timeline
- Intended to move participants towards certain goals



# WHAT DOES INVESTMENT LOOK LIKE?

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- **1-on-1's**
  - The check-in
  - Review measurables
  - Review team members' needs
  - Goals
  - Feedback sesh



# WHAT DOES INVESTMENT LOOK LIKE?

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- **Ongoing Coaching**

- Real time
- Feedback
  - Positive reinforcement
  - Constructive Correction



# WHAT DOES INVESTMENT LOOK LIKE?

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- **Content Study - Group Setting**
  - Dedicated time
  - Subject specific
  - Focused on areas to benefit the team  
(i.e. Core Values)



# WHAT DOES INVESTMENT LOOK LIKE?

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- **Department and All-Team**

## **Meetings**

- Frequency
- Practical skills training
- Leadership training



# WHAT DOES INVESTMENT LOOK LIKE?

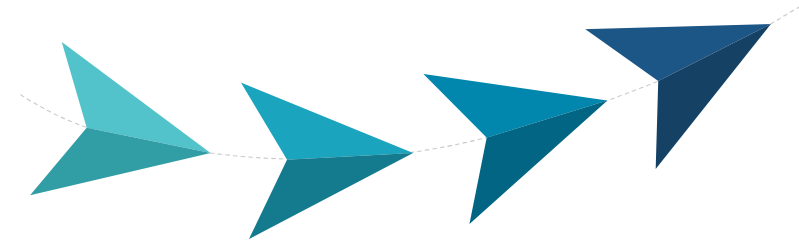
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- **Mentorship Program**

- Structured partnership
- Assist in onboarding
- Support under performers
- Ongoing learning



# Creating a LEARNING CULTURE



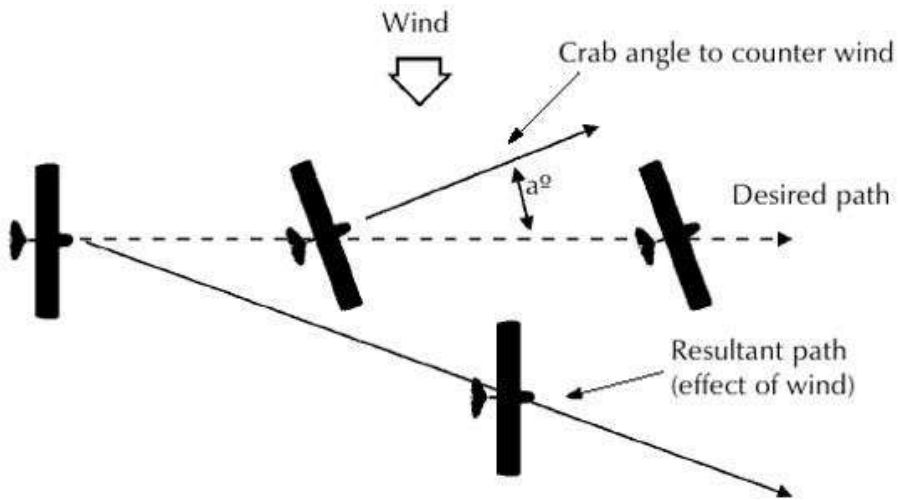
A Culture of Continuous Improvement



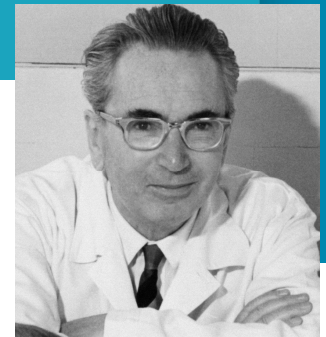
- Companies with workforces that focus on learning are at least 30% more likely to be market leaders (Bersin research)
- 94% of employees said Investment in Training & Education is one major reason to stay (InStride survey)

# Viktor Frankl

## CRABBING

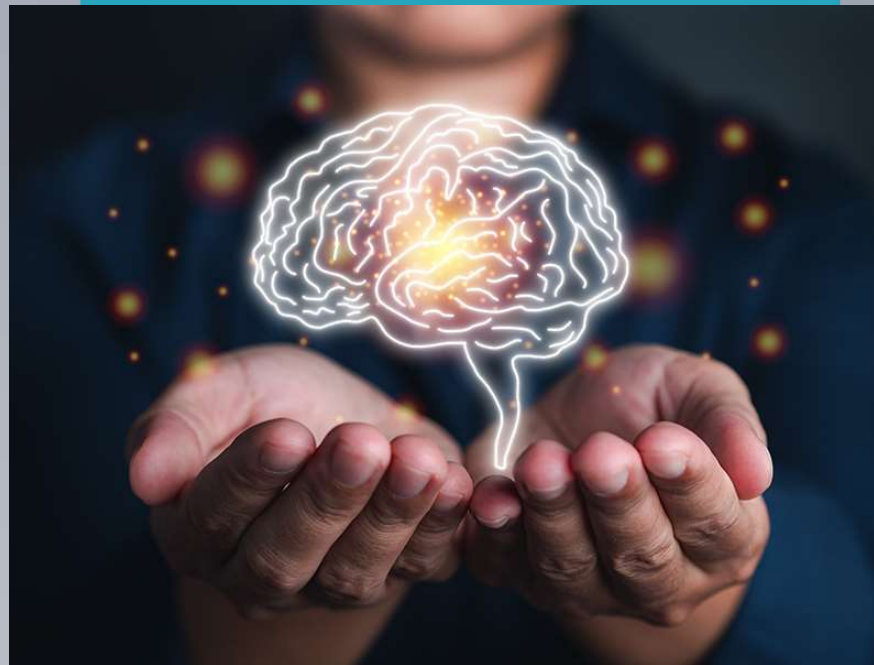


- Crabbing - a term that pilots use to describe the process of adjusting a landing path that adjusts for cross wind
- Applied to people - adjusting sights higher for people so that they don't underperform



# THE CHALLENGER

- Reinforce the VISION - all of the time!
- Ask the right questions



- Relinquish control & empower
- Hold high standards

# NATIVE GENIUS

## IDENTIFY OTHERS NATIVE GENIUS

- What do they do better than anyone else?
- What do they do with little to no effort
- What do they do w/out being asked

## LABEL IT

- Rugby - coach


## PUT INTO ACTION/UTILIZE GENIUS FOR THE BETTERMENT OF THE TEAM

- Shine the spotlight on them



# REFERENCES

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  - Instride <https://www.instride.com/insights/learning-culture/>
  - Multipliers: How the Best Leaders Make Everyone Smarter; Liz Wiseman
  - Association for Talent Development article, “Effective Leadership Starts with Self-Awareness” by Matthew Lippincott
  - Harvard Business School article, “Leadership Self-Assessment: How Effective Are You?”, by Matt Gavin
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# THANK YOU

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SPENCER MORRIS

[spencer@pathwayconsultingservice.com](mailto:spencer@pathwayconsultingservice.com)

402-440-7794

