



Employee Retention & Employee Engagement

hkp///group Retention Management Toolbox

Undesirable employee turnover poses a problem for organizations. This holds true in times of economic growth as well as in crisis periods. Even when staff reductions are taking place in parts of the organization, employees are often desperately sought after in other areas. Companies rely on having a sufficient number of critical employees on board in the long term to successfully implement their business strategy. High individual commitment and employee retention are crucial for this.

Rising turnover rates, especially among high-performers, set off alarm bells for executives. A common knee-jerk reaction is the quick provision of retention bonuses or similar measures. However, the achieved results are often short-lived and not a long-term solution.

Instead, companies should take a structured approach and intervene in a targeted manner. It is important to properly categorize the retention issue and understand its root causes. Only on such a solid foundation can effective measures be developed and implemented.

Identify and Eliminate Unwanted Turnover and Its Causes

Whether your company has a retention issue or you want to proactively boost employee engagement, rely on the EVER Principle with its phases of Classification, Understanding, Development, and Implementation along with hkp///group's Retention Management Toolbox!

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The industries most affected by recent challenges are tasked with creating innovative business models and tapping into growth opportunities. In such times, retaining key talents becomes crucial.

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David Voggeser, Partner hkp/// group



Unwanted Turnover and Its Causes

The causes and signs of unwanted high turnover can be numerous and diverse.

- There are no flexible work schedules, making it difficult or impossible for working parents to balance family and work
- Career and development paths are either non-existent or only accessible to specific groups of employees
- Control is still prioritized over empowerment, limiting especially young and ambitious employees in their opportunities
- Employees from the teams of certain leaders repeatedly leave the company
- A noticeably large number of new employees quit during the probation period
- Important projects are continually delayed due to staff shortages

The consequence of these situations is always the same: regardless of the hierarchical level, the mobile and high-performing young employees are the first to leave the company, followed by those reliable and fundamentally loyal employees who are crucial for the company's survival but also reorient themselves in the wake of the turnover.

hkp///group Retention Management Toolbox

To address the various causes of unwanted high turnover, the experts at hkp///group have developed a standardized procedure and corresponding tools based on the so-called EVER Principle.

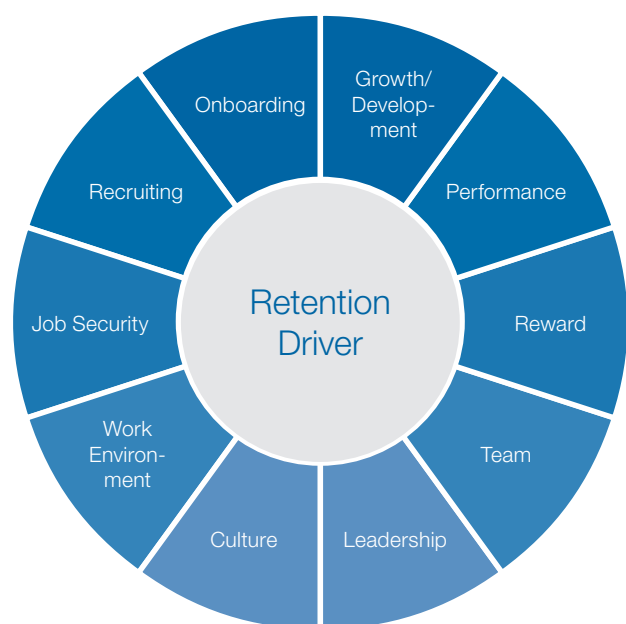


Fig. 1: A specific framework forms the conceptual framework and the basis for using hkp///group Retention Management Toolbox.

Using hkp///group's Retention Toolbox doesn't offer generic solutions. It helps to get to the core of the problem and categorize it specifically. In addition to precise guidelines for project implementation, the toolbox contains the necessary quantitative and qualitative tools, including interview guides, a catalog of measures, etc.

For each project phase, the toolbox contains appropriate materials. Users receive items for employee surveys, interview guides for semi-structured interviews and focus groups, workshop instructions, and a catalog of measures.

Furthermore, the offer for users includes a sparring call for each EVER phase. Additionally, hkp///group experts can be hired to handle various process steps.

Unique Features

Using hkp///group's Retention Toolbox doesn't require any extensive training or qualifications in Talent Management or specifically employee retention. To carry out a corresponding project, only a project leader and possibly a small project team are needed to deploy the described tools and implement the relevant process steps.

The Toolbox offers users numerous other advantages, including:

Consultant-Independent Use

- You can use the toolbox independently.
- Its clear and user-friendly design doesn't require expert knowledge on your part.

Feasibility

- The Toolbox enables you to directly address your retention problem.
- The Toolbox helps you develop suitable and implementable solutions.

Efficiency

- The project plan included in the toolbox can be adapted easily, allowing you to start the actual work immediately.
- All process steps, required capacities, and stakeholders are already planned and accounted for.

Scalability

- Whether a startup, medium-sized company, or large corporation, whether one location or the entire company is affected — hkp///group's Retention Toolbox is universally applicable.

Support

- If desired, hkp///group can assist you throughout the entire process or individual process steps as a competent partner.

Phases				
	Classification	Understanding	Development	Implementation
hkp/// group Retention Management Toolbox				
Result of the Phase	<ul style="list-style-type: none"> Analysis of employee metrics and resignations of the last 1-3 years using <i>hkp///group Heatmap Tool</i> 	<ul style="list-style-type: none"> Collection, gathering, and evaluation of qualitative data through surveys, interviews, and focus groups. 	<ul style="list-style-type: none"> Develop target group-specific measures in Prototyping & Ideation Workshop. 	<ul style="list-style-type: none"> Implementation and long-term monitoring of the measures.
What is happening during the Phase?	<ul style="list-style-type: none"> Answering the question of <i>where</i> a retention problem exists. Narrowing down the problem to a specific part of the organization (target group). 	<ul style="list-style-type: none"> Answering the question of <i>why</i> a problem exists and knowledge about potential retention drivers. Identification of starting points for solution measures. 	<ul style="list-style-type: none"> Specific, target group-oriented short or long-term measures that are introduced and used. 	<ul style="list-style-type: none"> Increase in engagement and retention. Reduction of unwanted high turnover.
Pro Phase contains	Project plan & <i>hkp///group Heatmap Tool</i> for quantitative evaluation	Surveys, interviews, and focus groups for qualitative evaluation.	Workshop concept for the development of measures & catalog of measures.	Evaluation concept and dashboard for monitoring success KPIs.
	+	+	+	+
	Sparring Call with <i>hkp///group</i>	Sparring Call with <i>hkp///group</i>	Sparring Call with <i>hkp///group</i>	Sparring Call with <i>hkp///group</i>
optionally through <i>hkp///group</i>	Evaluation of quantitative data and presentation of results.	Execution and evaluation of qualitative research work and moderation of the results workshop.	Moderation of the prototyping workshops and elaboration of specific measures.	Support during the implementation of the measures.
Project Management Office (PMO) and Change Management for the lifetime of the project.				

Fig. 2: Processes and Tools of *hkp///group* Management Toolbox at a glance

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Companies should view their expenditures for the targeted retention of critical employees as an investment that pays off in both the short and long term. Long-term employee retention provides a clear competitive advantage, especially in the upswing following a crisis.
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Frank Gierschmann, Partner *hkp///group*



Kick off your project today!

Do you suspect that there is a problem with employee retention in your company? Are you possibly already facing unwanted turnover?

Then contact us for a personalized consultation, where we will jointly determine how using *hkp///group* Retention Management Toolbox can assist you in successfully addressing your challenges.

Your hkp///group experts



David Voggeser, Partner, has been working for hkp///group since early 2011 and advises in the field of Executive Compensation, among other things, companies from the technology and mechanical engineering sectors on aspects of compensation design and calibration. His focus is on variable compensation systems (STI and LTI Design) and external compensation comparisons for executives, as well as the introduction of function evaluation and participation systems. In various onsite projects, David Voggeser was able to design and implement solutions for different clients – from the MDAX group to the medium-sized hidden champions.
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Frank Gierschmann, Partner, has been advising corporations and medium-sized companies on all aspects of talent and performance management for hkp///group since 2013. He began his career at the corporate headquarters of the world's largest logistics service provider. Within 11 years, he took on various tasks in management and personnel development, most recently as Vice President Corporate Executives Staffing. In 2011, he moved to a listed logistics group in Switzerland, where, as Global Head of Talent Management, he also managed the worldwide leadership programs for top executives and the identification and development of high potentials.
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Barry Kitz, Senior Director, joined hkp///group in 2012. For large partnership organizations in The Netherlands, Barry advises their executive committee on governance and remuneration topics. Barry's consulting focus encompasses a wide range of industries and international clients. He has a special focus on advanced comparative and predictive analysis such as the valuation of Long-Term Incentive plans through stochastic simulation models. Barry works with numerous organizations on different continents. His recent work encompasses variable pay redesign, E2E implementation of reward strategy, and optimizing workforce structure.
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About hkp///group

hkp///group is an international management consultancy in the field of strategic HR management and corporate governance. Our partners are long-term oriented owners and shape the consulting topics for our clients as much as our own organization. As passionate consultants, we are valued for our innovation and topic leadership. Together with our employees, we are committed to the guiding principle: sustainable performance through people.

We support our clients as a trusted advisor for transformational issues around people strategy and good & responsible governance. We combine strategic foresight with in-depth expertise and also support our clients during implementation.

Contact

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