

Your Quarterly Update

Welcome to great{with}talent’s newsletter; the first in a new quarterly series. At great{with}talent, we want to help every organisation we work with to excel in the achievement of their objectives and at the same time be a brilliant place to work. We try to make a real difference.

In this newsletter:

Real change in the NHS - we’re delighted to share the outcome of our recent work with West London NHS Trust; our case study demonstrates how we helped them to identify key retention triggers and plan solutions which made a significant impact in their employee engagement and staff turnover outcomes.

Avoiding the ‘Glassdoor effect’ - we also share some interesting and thought-provoking commentary on how to manage and avoid the negative impact of “those” Glassdoor reviews – providing tips on how to ensure that your employer brand remains desirable in today’s world of very public staff and candidate feedback platforms.

Young people today! - also included in this edition of the newsletter is our recent research paper exploring how demographic differences impact work values and employee engagement. The resulting findings demonstrate more clearly than ever that there is no ‘one size fits all’ approach, and we outline some helpful and practical considerations.

If you have suggestions for future content, commentary on existing content, or would like to contact us regarding other ways in which we may be of support, please don’t hesitate to get in touch. In the meantime, we hope you enjoy our first newsletter.

Ron Eldridge
Director

Introducing Sean Howard, great{with}talent’s new Director of Client Solutions

great{with}talent is delighted to welcome Sean Howard to the business. Sean brings a wealth of VP and Director level product management experience from Korn Ferry Hay Group, TalentQ and SHL. ‘I have now been at great{with}talent for 3 months and it’s been really interesting talking to clients about how they use our products and getting feedback on how we should develop our services,’ says Sean, ‘There is no doubt that our measurements produce fantastic insight, and the famous Peter Drucker quote “if you can’t measure it you can’t manage it” springs to mind when applied to managing talent. However, measuring is just the first (and critical) step ... but of course it’s not enough; it’s what we do next which really

makes the difference. It has been fantastic to hear some of the actions and great results that clients have implemented to address the challenges of selection, retention and performance of people. In fact the new case study from West London Health Authority is a shining example of how our data and advice can be used to achieve some remarkable results. The objective of introducing this client newsletter is to help share more case studies, advice, research and thinking around the “what to do next” stage. So, if you have experiences (successful or not) we would love to hear about them. I hope you enjoy our first newsletter and look forward to speaking with you in the near future.’



Focus on ... Tackling The Retention Crisis In The NHS

With leavers outnumbering joiners at an alarming rate, the NHS faces an unprecedented retention crisis. In fact, the number of nurses leaving the NHS would be enough to staff 20 average sized hospital trusts. Our work with one particular NHS Trust tackled the issues of retention and engagement head on, with immediate, remarkable and tangible results. Read our [case study](#) to find out how we helped them to **reduce early leavers (0-2 years’ service) by 40%, reduce the number of employees at risk of leaving by 37.5%, and raise overall employee engagement scores of new starters by nearly 50%.**

Employee Voice: Managing The ‘Glassdoor Effect’

Glassdoor.com, founded in 2008, was acquired earlier this year for \$1.2 billion in cash, proving that you can put a price on people’s opinions. Co-Founder Robert Hohman’s lightbulb moment arose when, at his previous employer Expedia, the results of an employee survey were accidentally left on a printer, leaving him to muse (quite productively, as it turned out!) on what could have happened if they’d been publicly shared.

Of course, all employees do have opinions, ideas and views and yet too frequently they don’t feel able to express them. The fact is these thoughts don’t go away; one way or another they will come out and the longer they are bottled the greater the frustration, and the more likelihood of accentuated views. It might be over coffee with colleagues – spreading negativity through the office – it might be down the pub with friends, or it might just be via social media and online forums, exposing your shortcomings (less frequently strengths!) for all the world to see. A large proportion of Glassdoor comments are posted by leavers - in many cases unhappy leavers - which can make for some embarrassing comments and ratings for your organisation and even the CEO!

It’s estimated that around 50% of job seekers research prospective employers on Glassdoor, so there is definitely an impact on employer brand ... positive or negative. It’s also used by all age ranges; US based research suggests that people aged 55 to 64 are the most active users, disproving the myth that it’s just a millennials thing!

Two positive steps that you can take now?

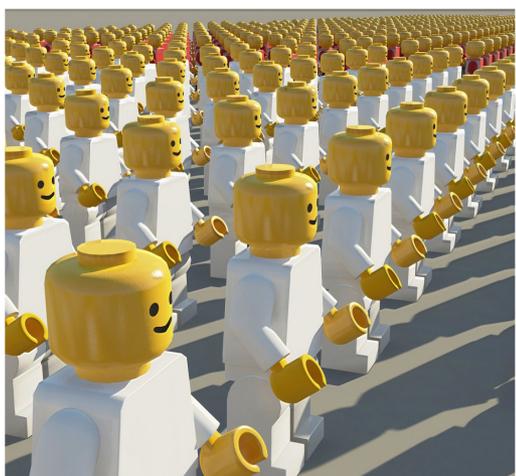
1. Ensure staff have the opportunity to air views internally first, and in the case of leavers they do exit surveys and/or interviews. This may just allow them to get it out of their system, particularly if they believe there is a genuine commitment to change.
2. Actively manage Glassdoor feedback by responding positively to comments. Leaving comments unanswered actually looks worse, particularly given that an increasing number of companies are actively posting responses. 62% of Glassdoor users agree their perception of a company improves after seeing an employer respond to a review. (Glassdoor U.S. Site Survey, January 2016)

The good news is that recency of Glassdoor reviews is a significant factor for potential applicants when deciding whether or not they would apply to a company. Almost half of respondents to a US survey said they would only take into consideration reviews written in the last six months.

There’s no doubt that social media will continue to play a major role in influencing people to join an organisation. Glassdoor may be the biggest, but it is by no means the only one (other examples include Indeed, Kununu, Comparably). In today’s world there is little that doesn’t exist in the public domain, your employer brand included – so it’s crucial that you manage your online reputation very closely.

One Size Does Not Fit All: Demographic Differences In Work Values And Employee Engagement In The UK

Increasing labour shortages, the ongoing war for talent and specialist skills, an ageing workforce and the Millennial dynamic are well documented factors that could have a profound effect on organisational performance over the next 10 to 20 years. These factors will make it increasingly difficult, and expensive, for organisations to find the right people to deliver their future goals. As such, it is imperative that organisations implement strategies designed to enhance employee engagement and commitment, and thus increase tenure and ultimately performance of their current workforce. The creation of such strategy, however, is dependent on a clear understanding of the differing values influencing employee engagement within your workforce. Our recent research paper, **One Size Does Not Fit All: Demographic Differences In Work Values And Employee Engagement In The UK** highlights key findings and presents some practical considerations for senior management and HR in creating their future engagement strategy. [Click here](#) for the full report.



The WinningFormula: Driving Organisational Achievement Through Employee Engagement

Time and again, the link between employee engagement and business profitability has been proven, which is exactly why it is important that engagement measures move up the business and strategic agenda. Far from an ‘HR initiative’ and a ‘nice to have’, engagement is a core business metric for which managers throughout the business should be holding themselves accountable. At great{with}talent we believe in a holistic approach to engagement, measuring what matters, and making worthwhile and meaningful research and cultural change. It’s called progress. We’ve called it The WinningFormula and you can [click here](#) to find out how to make it work in your business.

Soundbite Of The Quarter

“Most companies have the mistaken belief that the purpose of an employee engagement survey is to measure employee engagement. It’s not; the purpose of conducting a survey is to actually improve employee engagement ... An employee engagement survey isn’t an exercise conducted ‘out of curiosity.’ An employee engagement survey implies a promise that you’re going to take action on whatever suggestions emerge. And because most companies don’t do that, if your company does, not only will you have more engaged people, but you will be a significantly more attractive place to work when it comes to recruiting.” Mark Murphy, Forbes, Sept 2018

Why Diversity Fails & How To Make It Work

Diversity and inclusion isn’t an easy nut to crack, but it remains a leading factor in both engagement levels and building employer branding. The potential risks for employers who don’t get it right are many and varied, which is why it’s important to focus on quality initiatives that deliver real improvement. Check out our infographic on [why diversity fails](#), and [contact us](#) to discuss how we can help your workplace become more consciously inclusive.

Did You Know ...

- Companies with engaged employees outperform those without by 202% (Source: Gallup) Why Employee Engagement Matters
- Highly engaged business units achieve a 10% increase in customer ratings and a 20% increase in sales (Source: Gallup)
- Meaningful work is the single largest contributor to a positive employee experience (27%) (Source: Globeforce)
- 53% of HR professionals say employee engagement rises when onboarding is improved (Source: SilkRoad)
- 75% of the causes of employee turnover are preventable (Source: HR Dive)
- 17% of employees are actively job-hunting each year, and 46% are passively looking (Source: ADP)