tackle turnover

five steps to retain your employees

loglab
HR FOR THE MODERN WORLD

Has turnover become a huge challenge?

If so, then you're not alone. It seems "The Great Resignation" is here to stay.

According to a recent survey by Microsoft, 52% of young people polled, namely Gen Z and Millennials workers, said they were likely to consider changing employers this year[1]. Young and older generations are all considering a job change at levels we've never seen. The result in your business? High turnover.

So how do we stop the bleeding? The most immediate step you can is gleaning information and perspective from Glassdoor.

Why? Well, when talented people are looking for a place to work, they start with Glassdoor. Seventy percent of people now look at Glassdoor ratings and reviews before making a decision on where to apply[2]. If your competitors have better ratings and reviews than you, then the top talent in your industry is applying to work with your competitors. And it might where your employees are thinking of heading next.

In this workbook, we are going to use Glassdoor to identify the problem areas at your company and create a plan to solve them.

So, here's my plan for you — five simple steps. Each step will take you less than 30 minutes. Follow this plan to increase your team's engagement and attract and retain top talent!

Sincerely,

Annissa Deshpande
Founder and Principal
theloglab.net

STEP 1

check your organization's glassdoor rating

The goal for this step is simple—to find out what employees and candidates are really thinking and feeling about your organization.

Here's the quickest way to do this: Study your Glassdoor ratings and reviews and get additional information by asking your current team to write honest reviews about working at your company.

Glassdoor is the Yelp of the talent market. If you are struggling to create a great work culture, then Glassdoor is the best way for you to start identifying and fixing your problems.

Think about this: Would you eat at a restaurant that has a 2-star rating on Yelp? Definitely not. Then why would you expect talent to apply to businesses with low Glassdoor ratings? If you are not getting top talent in the door, then reputation is likely a big part of the problem. All the best companies know this. Check out the Glassdoor ratings of Apple, NVIDIA, or even Trader Joe's and In-N-Out Burger; it's clear that they continue to address the concerns communicated on Glassdoor in order to maintain a solid reputation.

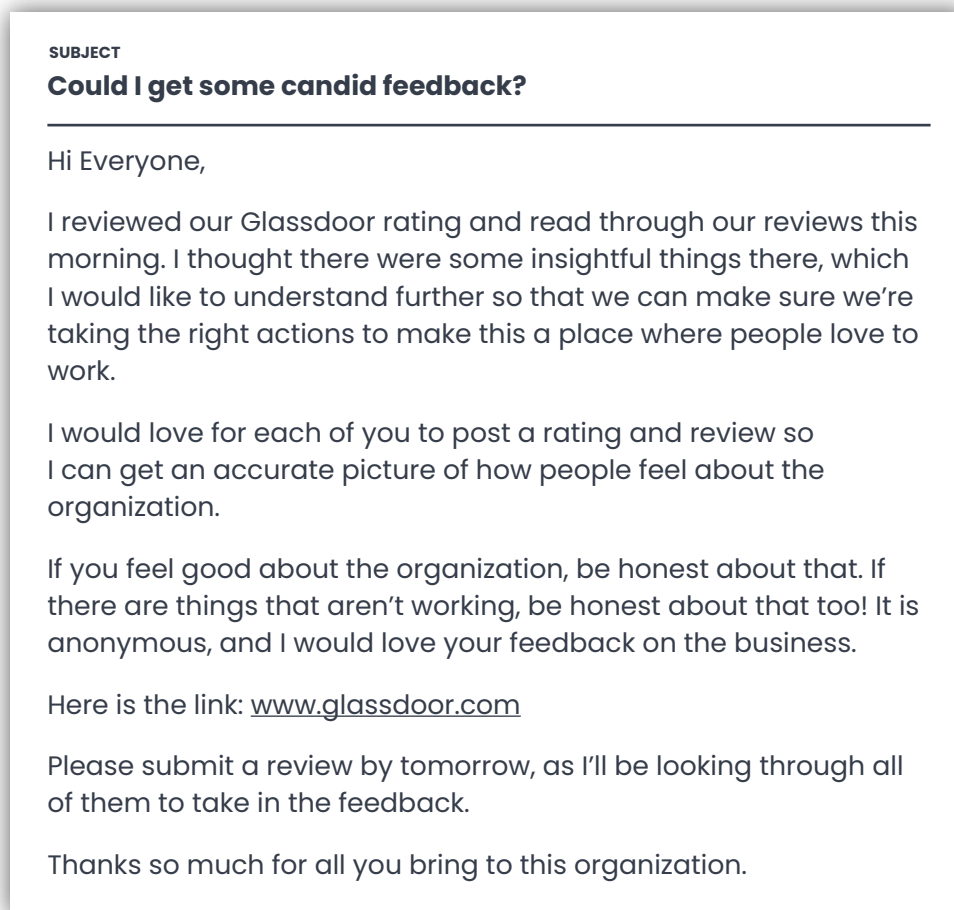**glassdoor**

what is glassdoor?
Glassdoor is basically the Yelp of companies. Employees and ex-employees post reviews of companies and management. It is a helpful tool in gauging your employees' and ex-employees' feelings and thoughts about your organization.

So, go to Glassdoor.com and check out your ratings and reviews. Don't worry about whether your organization's score is low or high. The purpose is simply to utilize this information to understand what is happening.

MY ORGANIZATION'S GLASSDOOR RATING: /5

Now, most likely, there are some reviews already up on Glassdoor; however, you will want more current reviews. One way to do this is to have your current team write some honest reviews with constructive feedback of the positives and negatives of your organization.

Write a simple email to your team that looks something like what's below. Make sure it's authentic and sounds like you.

SUBJECT
Could I get some candid feedback?

Hi Everyone,

I reviewed our Glassdoor rating and read through our reviews this morning. I thought there were some insightful things there, which I would like to understand further so that we can make sure we're taking the right actions to make this a place where people love to work.

I would love for each of you to post a rating and review so I can get an accurate picture of how people feel about the organization.

If you feel good about the organization, be honest about that. If there are things that aren't working, be honest about that too! It is anonymous, and I would love your feedback on the business.

Here is the link: www.glassdoor.com

Please submit a review by tomorrow, as I'll be looking through all of them to take in the feedback.

Thanks so much for all you bring to this organization.

It may take a couple of days for the reviews to come in, but don't worry, we have more steps to cover in the meantime.

compare your glassdoor to your competitors

Today, simply look at your top 3 competitors' Glassdoor profiles. There's a lot you can learn from what they are doing well and their improvement opportunities.

Then go through their employee reviews. For each organization, identify the positive and negative comments from their teams.

Some things to look for are: How is management perceived? How is the organization's communication? How are ex-employees talking about the organization compared to current employees? What are competitors doing that's better or worse than your organization? What's unique about them?

Here's why this is important. By looking at the information in your competitors' profiles, you will learn some interesting things. *Do people in your industry think they have better options than your organization? What things do people complain about that your organization might do well? What do people rave about?*

Side Note: Most likely you have already, but If you haven't claimed your company profile on Glassdoor as your own, you need to do this before going any further. This will make sure you receive any updates on your reviews and score and control your account.

Click this red button on the top right of your business' profile:

● Is this your company?

COMPETITOR GLASS DOOR RATINGS

ORGANIZATION NAME: **Glassdoor Score:** /5

What people love: _____

_____

What people don't love so much: _____

_____

ORGANIZATION NAME: **Glassdoor Score:** /5

What people love: _____

_____

What people don't love so much: _____

_____

ORGANIZATION NAME: **Glassdoor Score:** /5

What people love: _____

_____

What people don't love so much: _____

_____

Finally, based on the reviews you've just read, try to answer the following question:

WHAT UNIQUE THINGS DOES YOUR ORGANIZATION OFFER THAT YOUR COMPETITORS DO NOT?

_____

_____

read and respond to the reviews over the last year

By now you should have a few reviews coming in from your current team. You will also have any past reviews. This next step is crucial.

It's now time for you to go through and respond to all the Glassdoor reviews from the past year. Don't worry about anything longer than a year ago, as most people disregard old reviews.

There is a right way and a definite wrong way to respond to Glassdoor reviews.
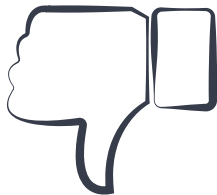
the wrong way

The wrong way is to ignore and not respond. Or even worse, to respond in a defensive tone without acknowledging there is some truth behind what they are saying.
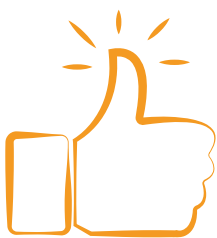
the right way

Be authentic. You should respond to the comment in the same way as if someone walked into your office and gave you the feedback directly. Use a combination of empathy and action. Make sure the action you list is something you will actually do or it will impact your ratings over the long-term. Be as transparent as possible.

Here is the basic formula for creating genuine responses on Glassdoor. Use this for both positive and negative reviews, and remember to use clear, authentic language that reflects your organization's personality:

1. Acknowledge the experience of the employee. Apologize for a bad experience. Thank them for sharing a good experience.

2. Discuss the specific category that the comment is addressing in order to show understanding.

CULTURE	ORGANIZATION
How things get done at the company and how your workforce interacts • Do employees feel connected to the culture? • Is there an intentional and unique employee experience? • What connects employees together and makes them stick to the organization?	**How your organization is structured** • Are employees accountable? • How well does information flow across the organization? • Do employees feel empowered to make decisions and have an impact? • How is information communicated? • Do employees like the nature of their job and work?
PEOPLE	**REWARDS**
How your company attracts, retains, and develops employees • How do employees feel about their managers? • What do your candidates say about the interview experience? • Are the right training opportunities for your workforce to grow? • Is the workforce diverse? • Do employees feel like they have promotion opportunities?	**How you reward employees** • Is the pay fair and competitive? • Are there other non-tangible rewards that the company utilizes? • How do employees feel about the benefits? • Do employees feel like they have promotion opportunities? • Are employees rewarded based on their contribution?

3. State how the organization is taking action to address the concerns. Alternatively, if it is a positive comment, state how the organization is going to keep that up.

If you need a couple examples of Glassdoor responses done well: https://www.glassdoor.com/employers/blog/5-ceo-responses-glassdoor-worth-reading/

find common themes about your organization

On this step, find common themes about your organization by reading through your reviews. This will help provide clarity moving forward.

Here are some examples of common themes, which can be positive or negative:

glassdoor REVIEWS

★★☆☆☆ **"The interview process wasn't great."**

★★★★☆ **"The culture was unique and positive."**

★★☆☆☆ **"Management didn't communicate with employees."**

★⯪☆☆☆ **"The pay was low."**

★★☆☆☆ **" There was no room for development at the organization."**

★★★★☆ **"Management had great communication."**

★★★☆☆ **"There were too many meetings."**

★★★⯪☆ **"The salary was great!"**

As you read through the reviews write down the themes you encounter in the chart below.

CATEGORIES	THEMES (POSITIVE OR NEGATIVE)
CULTURE	1. 2. 3.
ORGANIZATION	1. 2. 3.
PEOPLE	1. 2. 3.
REWARDS	1. 2. 3.

How are things looking? Are you surprised by the comments? Unfiltered feedback can sometimes be hard to swallow as a leader, but let me tell you, this stuff is gold. This is the data that you need to make the crucial HR changes to start crushing your goals.

STEP 5

create an action plan

Your next step is to develop an action plan for moving forward. Finally, a plan! The task here is to prioritize the themes you identified. To do this, answer the following question:

What themes could have the greatest business impact if solved?

You want to prioritize themes that, if you manage to fix, will grow your company: lower turnover, increase productivity, generate more revenue, and drive higher profits. These are likely themes that many people talked about and that urgently need to be addressed.

Also, from your reviews, you may have discovered some positive themes that make your company unique from a talent perspective and it may have even been something you weren't expecting. Make sure that your action plan includes how you will amplify this to attract the best talent from your industry.

Once you have prioritized your themes, you can create solutions for them (this is the fun part!). Create quick-win, short-term, and long-term solutions for each of your top priorities. Time to get the ball rolling on a plan.

Check out the example on the next page.

EXAMPLE

WHAT THEME DID YOU IDENTIFY? New employees felt like there was no clear on-boarding plan on the first day.

HOW IS THIS IMPACTING OUR BUSINESS? Reduced productivity and long-ramp up times. Bummed out new hires. Increased likelihood of first-year turnover. Lower company profitability.

WHAT CAN WE DO TO CHANGE THINGS?

Quick Win: Ensure the new employee's computer & equipment is setup and ready to go prior to their arrival.

Short-Term: Have managers design a 1-week onboarding plan to get the new employees productive.

Long-Term: Build a defined employee experience and on-boarding program that ensures new hires have an energizing experience and gets employees productive a.s.a.p.

PRIORITY #1

WHAT THEME DID YOU IDENTIFY? _____
_____

HOW IS THIS IMPACTING OUR BUSINESS? _____
_____

WHAT CAN WE DO TO CHANGE THINGS?

Quick Win: _____
_____

Short-Term: _____
_____

Long-Term: _____
_____

PRIORITY #2

WHAT THEME DID YOU IDENTIFY? _____

_____

HOW IS THIS IMPACTING OUR BUSINESS? _____

_____

WHAT CAN WE DO TO CHANGE THINGS?

Quick Win: _____

_____

Short-Term: _____

_____

Long-Term: _____

_____

PRIORITY #3

WHAT THEME DID YOU IDENTIFY? _____

_____

HOW IS THIS IMPACTING OUR BUSINESS? _____

_____

WHAT CAN WE DO TO CHANGE THINGS?

Quick Win: _____

_____

Short-Term: _____

_____

Long-Term: _____

_____

Great job! You now have the start of an action plan to modernize HR. Hopefully, you now feel that the fog is beginning to clear in terms of what you can do to get your HR moving in a positive direction. I know that if you implemented even half of your plan above, you'd see significant results in your business, and your stress level will start to come down. Your employees deserve these changes... and so do you.

conclusion

In review, here are the five simple steps.

STEP 1 Have your employees fill out Glassdoor reviews honestly

STEP 2 Compare your score to that of your competitors

STEP 3 Read and respond to the reviews over the last year

STEP 4 Identify common themes in the reviews

STEP 5 Use the common themes to create an action plan

In these five steps, you have made a massive improvement and done something many business leaders never have the guts to do. Here's what you have achieved:

1. Your current employees feel heard because you asked for their input.
2. You have more clarity on what you need to fix within your organization.
3. Best of all, you have a plan to get the ball rolling and to address important issues.

Your business doesn't need an overwhelmed executive who is nervous about the future. It needs a courageous and visionary leader who knows and trusts the team. After executing this plan, you are well on your way to becoming this kind of leader!

I wish you all the best in harnessing your people's potential to grow your business.

Sincerely,

Annissa Deshpande
Founder and Principal
theloglab.net

Need help creating an action plan to address turnover?

After spending 20+ years in HR, IT, finance, strategy, and working as an HR exec of a Fortune 500, I now spend my time helping companies modernize their HR to build organization culture, become more profitable, and tackle turnover.

My Coaching Services will help you get clarity and gain traction to grow revenue, create a place where people love to work—and love to stay working.

MONTHLY COACHING SERVICES

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