

# HOW TO RETAIN EMPLOYEES THROUGH EFFECTIVE LEADERSHIP & MANAGEMENT



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# TOPICS

- Employee Turnover
- Management
- Employee Engagement
- Leadership
- Insights and Ideas
- Q& A

# WHAT WE KNOW:

- Organizations consist of core technologies & systems embedded in Social Contexts (Cultures and Climates)
- Social Contexts often determine whether technologies, systems, new approaches, or change efforts fail or succeed
- Social Context significantly impacts:
  - Quality of services to clients and client functioning
  - Staff outcomes (effectiveness, engagement, turnover)
  - Organizational change capacity & sustainability

# WHAT IS ORGANIZATIONAL SOCIAL CONTEXT? (CULTURE & CLIMATE)

## **Organizational Culture (Norms and Expectations)**

**Proficiency**

**Rigidity**

**Resistance**

## **Organizational Climate (Perceptions of wellbeing)**

**Engagement**

**Functionality**

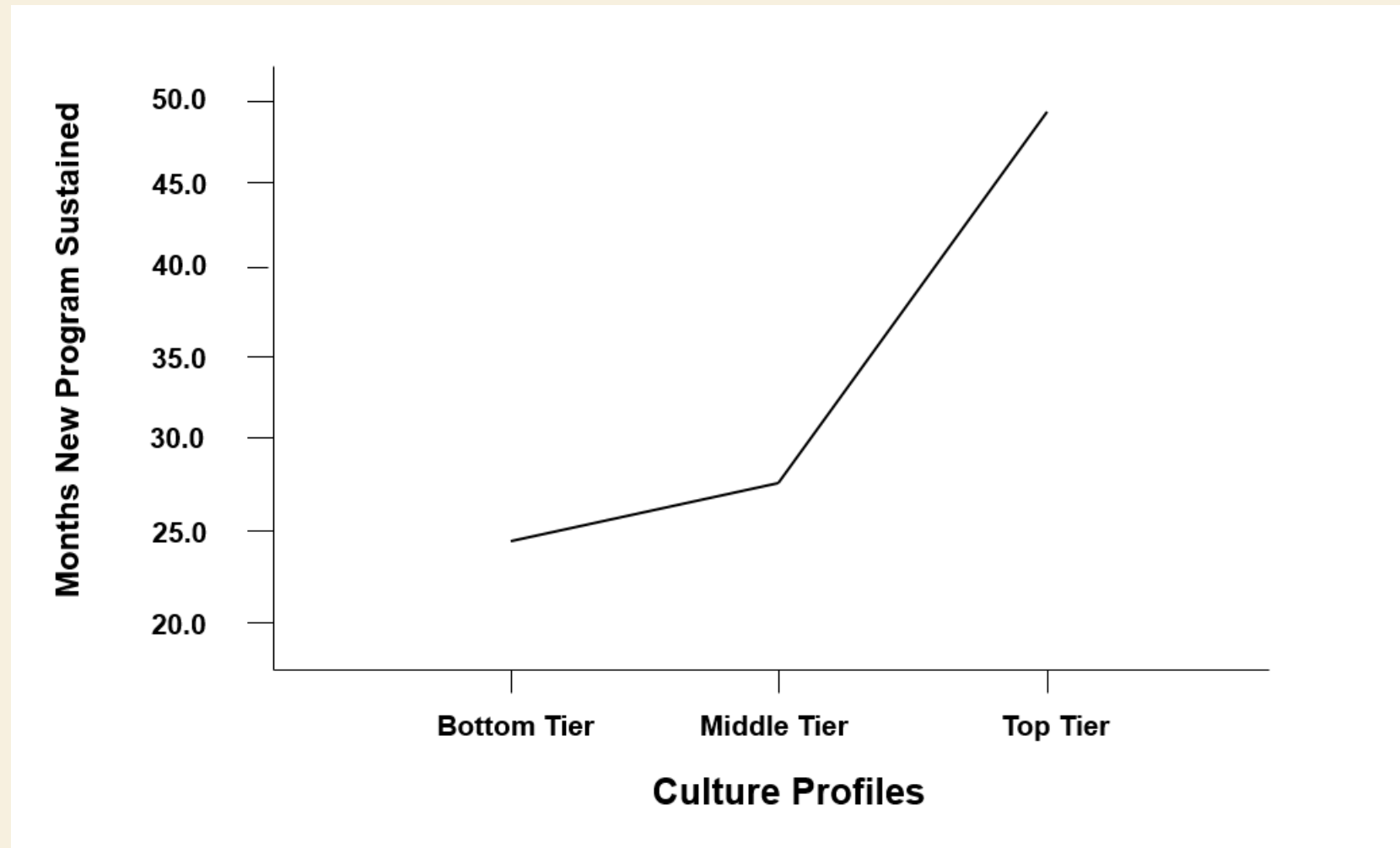
**Stress**

# SOCIAL CONTEXTS: WHAT WE ALSO KNOW

Leadership significantly influence Social Contexts through their...

- Actions, decisions, and approaches
- Comfort & “mentality” for change/improvement
- Approaches to systems & structures (Discipline, Training, Performance appraisal, Team structure, Communications, etc.)
- Focus on quality of relationships & staff participation
- Clarity of mission, strategic plans, and objectives:
  - Actions that back mission, clear communications, active involvement in change, clear plans & objectives

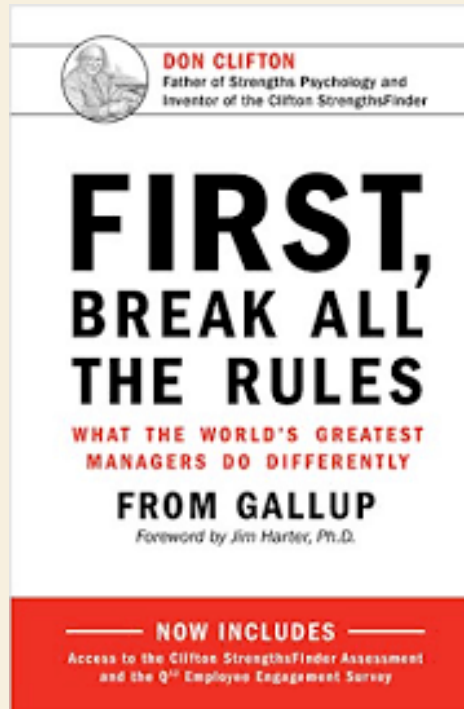
## New program sustainability as a function of culture



WHAT CAUSES EMPLOYEE  
TURNOVER??

\*\* WHY HAVE YOU LEFT PREVIOUS  
EMPLOYMENT?? \*\*





“People leave managers, not companies”

— Marcus Buckingham, [First, Break All the Rules: What the World's Greatest Managers Do Differently](#)

# QUOTE FROM MARKUS BUCKINGHAM

“The talented employee may join a company because of its charismatic leaders, its generous benefits, and its world-class training programs, but how long that employee stays and how productive he is while he is there is determined by his relationship with his immediate supervisor.”

— Marcus Buckingham, [First, Break All the Rules: What the World's Greatest Managers Do Differently](#)

# MANAGEMENT

Management includes executives, administration, middle and lower level supervisors.

Managers may be leaders but are not required to be.

Many managers are promoted to a management position without training or proper support.

WHO ARE THE MANAGERS IN  
YOUR ORGANIZATION?

DO THEY PROMOTE EMPLOYEE  
RETENTION OR TURNOVER?

# REASON'S WE KNOW EMPLOYEES STAY

- Mission & Purpose
- Make an Impact
- Team Cohesiveness
- Contribute Ideas
- Opportunities to Use Talents
- Professional & Personal Growth Is Encouraged
- Feel Appreciated

ENGAGING EMPLOYEES

&

DEVELOPING LEADERS

# Engagement

**“The extent to which workers commit to something or someone in their organizations.”**

**Source: Corporate Leadership Council, 2004**



# **INCREASED COMMITMENT**

**Leads to 57% improvement in discretionary effort**



**20% increase in individual performance**



**87% decrease in the likelihood someone will jump ship**

Source: Corporate Leadership Council, 2004



# **TWO TYPE OF COMMITMENT**

**Rational commitment results when a job serves employees' financial, developmental, or professional self-interest.**

**Emotional commitment arises when workers value, enjoy, and believe in the work they do**

**Leadership Development is a**

**Means of Increasing Commitment**

**and, Therefore, Engagement**

# **LEADERSHIP**

**Leadership is the act of influencing and motivating others toward the achievement of a specific goal.**

# **SOME WAYS WE DEVELOP LEADERS AT THE NIGHT MINISTRY**

- Development of list of Next Generational Leaders
- Recognition of leadership at all levels of the Organization
- Exposure to leadership several levels up, including the Board of Directors
- Opportunity to present to colleagues and donors
- Assignment to special task forces

# SOME WAYS WE DEVELOP LEADERS AT THE NIGHT MINISTRY 2



**Neal Ross**

**Faith Miller**

**Gail Bernoff**

**Jenny Merritt**

**Angie Adefioye**

# HOW DOES THIS LOOK IN ACTION?

*Insights From Each Organization*

- Hiring For Your Team
- Team Development & Maintenance
- Leadership & Management Support
- Developing Strengths & Talents
- Productive Feedback
- Incentives



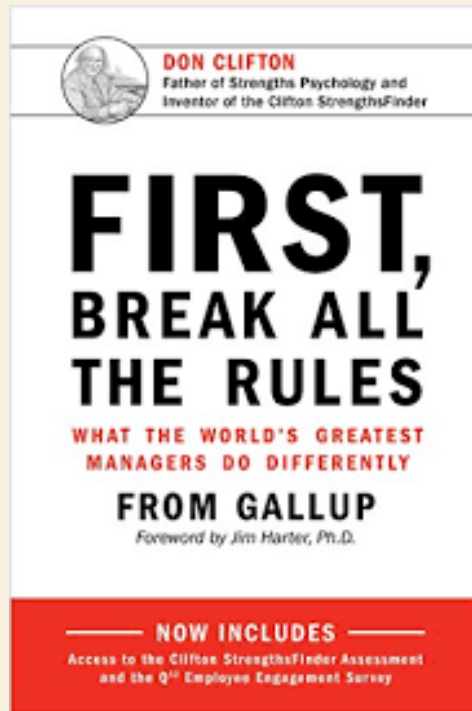
# OUR NEUROLOGICAL DRIVERS OF SUCCESS: SCARF

- **S**tatus: our relative importance to others
- **C**ertainty: Our experience of knowing or predicting the future
- **A**utonomy: Our sense of discretion and control
- **R**elationships: Our feeling of inclusivity, trust, and safety with others
- **F**airness: Our sense of being treated fairly and equitably

REFLECTIVE COMMENTS:  
RESEARCH SUPPORT FOR  
WHAT YOU HAVE HEARD



# GREAT READS & RESOURCES!



Buckingham, Marcus. (1999). *First, break all the rules : what the world's greatest managers do differently*. New York, NY. :Simon & Schuster.



Brown, B. (2012). *Daring greatly: How the courage to be vulnerable transforms the way we live, love, parent, and lead*. New York: Gotham Books.