

## **Latest Research Shows Three Keys to Retaining—and Recovering—Critical Talent in Your Organization**

*New book explores how to find and use hidden internal data to retain employees, create a more productive workplace, improve customer experience and better business results*

**Somerville, NJ—March 28, 2013**—Recent research shows an uptick in hiring across many industries, and HR professionals are reporting increased difficulty in filling specific jobs. Three business leaders with decades of experience offer employers three tips for retaining their valuable employees in the new book, *Hidden Drivers of Success: Leveraging Employee Insights for Strategic Advantage*, ([library.metrus.com](http://library.metrus.com)), published in March by the Society for Human Resource Management (SHRM).

Improving organizational culture and retaining the best employees require collecting and analyzing data on why employees are leaving their organizations. The data employees possess can provide the information employers need to transform their organizations' culture, turning them into workplaces employees do not want to leave. *Hidden Drivers of Success* outlines the three steps to getting the crucial information:

- 1. Know your Talent Value Proposition (TVP) and make sure you deliver on it.** The TVP provides a working description of the expected exchange between an employee and employer. What does the employee expect from the organization—for example, flexibility, autonomous working environment, creative people? And what, in turn, does the employer expect from the employee—for example, long work hours, creative output, adherence to its values? Information related to the TVP can easily be obtained from ongoing surveys of the existing workforce and other observers of an organization's culture, such as suppliers.
- 2. Create a retention index that will give early warnings of “hot” units, roles, and locations** in which higher turnover is likely. Designed well, a retention index can be created from a handful of survey questions and will show where to look for likely root causes. For organizations with such hot spots, interviews or focus groups can clarify what the deeper issues are, how they manifest themselves in the workplace, and what actions are needed to lower the temperature.
- 3. Consider creating an alumni group on LinkedIn or other sites** that would give the employer a forum for maintaining contact with regrettable employee departures and for staying connected for potential future recovery. Alumni groups can also be used as sounding boards for new ideas. These groups, comprising people who understood your culture and context, are often the external voice of the market. Postings and discussions can be analyzed like focus group data for new insights.

Retaining employees is just one key way employers can give their organizations the edge in an improving economy. *Hidden Drivers of Success* shows leaders how to use surveys and data collection to uncover invaluable information in areas like diversity, hiring, and sustainability—information the executive team can use to improve business processes and the bottom line.

Authors William A. Schiemann, Jerry H. Seibert, and Brian S. Morgan offer a dynamic new strategic measurement framework and a new set of assessment tools for mining hidden information from multiple stakeholders. This has helped organizations across industries to take rapid targeted action and build enduring organizational knowledge.

*Hidden Drivers of Success* demonstrates how organizations can go about unleashing the full power of information that is available from an organization's workforce. The book's system for value creation turns employee surveys into strategic instruments for measuring levels of alignment, capabilities, and engagement and for tapping the insights of employees to obtain critical information for important organizational decisions. The book is based on extensive research with thousands of companies, in-depth interviews with scores of senior executives and thought leaders, and the extensive consulting work of the authors.

### **About the Authors**

**William A. Schiemann**, CEO of Metrus Group ([www.metrus.com](http://www.metrus.com)), has consulted extensively with many major corporations on the development and implementation of business strategies, people and HR measurement, talent acquisition and retention, productivity and quality improvement, and creating high performance cultures. In addition to his latest book, he is author of *The ACE Advantage: How Smart Companies Unleash Talent for Optimal Performance*; *Reinventing Talent Management: How to Maximize Performance in the New Marketplace*; and co-author of *Bullseye! Hitting Your Strategic Targets Through High-Impact Measurement*.

**Jerry H. Seibert**, Vice President of Metrus Group, has 20 years of experience working with organizations to measure and improve customer, employee and other stakeholder perceptions. In addition to leading a wide range of client engagements, Mr. Seibert has also led research in internal customer service and its connection to business outcomes. He has written extensively for a variety of peer reviewed and professional journals, including "Reversing Course? The Pitfalls of Outsourcing" (*Quality Progress*, July 2011) and "Power to the People" (*Quality Progress*, April 2010).

**Brian S. Morgan**, Director of Assessment Services of Metrus Group, has over 25 years of experience in developing and implementing strategic measurement systems, employee surveys, internal customer surveys, employee attitude databases and employee/customer linkage studies. His work has been published in a variety of peer reviewed and professional journals, including a chapter contribution on strategic employee surveys in *Getting Action from Organizational Surveys* (ed. Allan Kraut, 2006).

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