

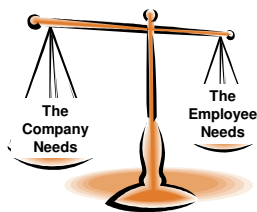
Employee Career Development and Retention By Personal Values Fulfillment

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Why Are You Here Today? You want to:

- Understand why personal values profiles are important to job satisfaction, career planning and employee retention.
- Understand and become proficient in the use of tools and processes in values profile and job satisfaction profile creation.
- Create an action plan for possible implementation in your organization



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What you will gain from this workshop

- A easy to use step by step process and tools for employees to:
 - define their personal values
 - use this information to create a job/role profile that would encourage the greatest satisfaction with their values
 - Assess their current job for values satisfaction
 - Create an action plan to increase their satisfaction with their current role
- Human Resources and management professionals can work with employees who have created this profile to increase job satisfaction, productivity and retention

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Your Facilitator- Who am I?

- Ilene Ringler – Founding Principal of Ringler Associates
 - Over 25 years of experience helping industry leaders grow their business through leading edge human resources practices
 - Areas of expertise include: innovation, strategy development, recruitment and retention, training and employee development
 - BA from SUNY New Paltz
 - MA from Boston State College
 - Doctoral Degree in Organizational Leadership from University of Phoenix
 - Dissertation – Values Satisfaction and Participation in a Community Leadership Program

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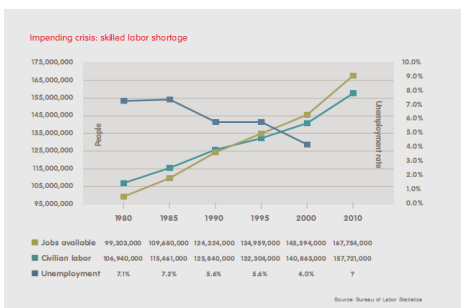
Retaining Talent – A Top Priority

- Almost one-third of all employees surveyed expect to leave for another job within the next year. . . . Turnover costs the average organization more than \$27 million per year. . . . Almost half of these organizations have no formal strategy for addressing retention. (Retaining Talent: A Benchmarking Study By Paul R. Bernthal, Ph.D., and Richard S. Wellins, Ph.D.)

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The Talent Wars Are Here



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Values Satisfaction is A Key Strategy For Employee Retention

- “Values, in the true sense, are basic, fundamental, enduring, and irrevocable. They are meant to be taken literally and acted on” (Golin & Kumbao, Putting Meaning into Corporate Values)
- When people go home so do the values, because the employee’s personal values are what they bring to work. . . . “So the first step down the values let track is to help staff clarify their personal values and then look at those in the context of their own work role and relationships” (“Work- a great place to grow”, www.management.co.nz, March 2006)

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Values Drive Choices - What are Values?

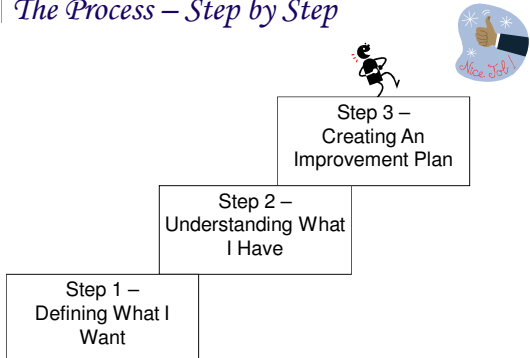
A value is a belief, a mission, or a philosophy that is meaningful. Whether we are consciously aware of them or not, every individual has a core set of personal values. Values can range from the commonplace, such as the belief in hard work and punctuality, to the more psychological, such as self-reliance, concern for others, and harmony of purpose.

The Power of Personal Values
Roy Posner (2006)
<http://www.gurusofware.com/GuruNet/Personal/Topics/Values.htm>

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The Process – Step by Step



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The Process- Step by...

- Most people start with Step 2
- Why is Step 1 important?

Step 3 –
Creating An
Improvement Plan

Step 2 –
Understanding What
I Have

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Step 1 – Defining What You Want

- Why do it? - How can you plan your career if you don't know what you want from a job?
- What is important to you changes over time, being clear in your desires in not a one time assessment
- Conducting a formal analysis on what is important to you is going to be critical to help you determine how you are going to tackle the next steps in the process.

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What are your values?

- Complete Step 1A & B on the worksheet
 - Using the rating scale listed, review the values and rate
 - Things I value VERY MUCH
 - Things I VALUE
 - Things I DON'T VALUE very much
 - Select your top 5 most essential values, write a brief statement as to why these are your top 5
 - Go with your gut... but really try and evaluate what is important to you. The results of this work will provide a foundation for the next steps

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Others Input Is Always Helpful

- Others input is always helpful
 - Discuss with your partner why you answered the way you did
 - See if there are any changes you would make to your statement
 - *Note: You might want to discuss this with others who are important in your life (i.e. spouse, parent, children) to gain additional clarity.*
- Now... You know what is important to you
- Next.... You need to use it to define what type of job/role would satisfy those values in your life

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Ilene's Values Example

- *Values - Creativity, Inner Harmony, Independence, Change and Variety, Knowledge*
- **Statement**
 - My creativity is one of my most treasured possessions and I look for the opportunity to be creative in every facet of my life.
 - Inner harmony is important to me because I feel that spending time with friends and family restores my balance in life
 - I need a great degree of independence in both my professional and personal life which helps me satisfy my need for change and promotes my desire for continuous learning

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Defining "Job Nirvana"

- Use your values information to create a list of job/role requirements
- Write them in the Step 1B area on your worksheet
- Brainstorm with your partner to gain additional ideas

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Ilene's Example

Creativity, Inner Harmony, Independence, Change and Variety, Knowledge

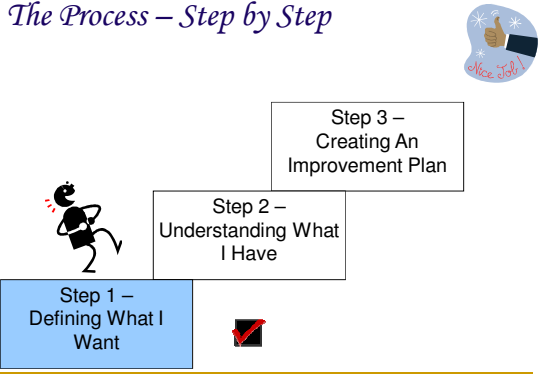
■ **Ilene's Job Role Requirements**

- Lots of chance to create new things
- Little direct supervision
- Lots of different things to do
- Good Work/Family Life Balance

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The Process – Step by Step




Step 1 – Defining What I Want

Step 2 – Understanding What I Have

Step 3 – Creating An Improvement Plan


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Assessing Your Current State- How Satisfied Are YOU?

- What areas in your current state are satisfying you
- What areas in your current state are dissatisfiers for you

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Action Planning – Increasing Your Satisfaction

- Review your findings
- Search for ways to increase your satisfaction in all facets of your job
- Work with your partner to brainstorm additional ways to increase satisfaction
- Meet with your manager with a planned agenda to discuss the job changes you wish to make

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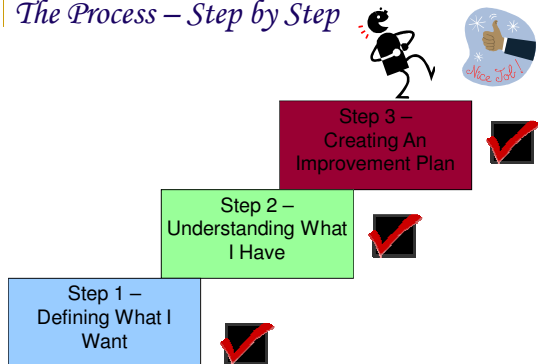
Step 2 – Ilene's Example

My Needs	Current Role	+/-	Ways to Increase My Satisfaction
Autonomy/Independence	Makes own schedule	+	Work flexible hours
	Hands on Boss	-	Meet with Manager to determine what I need to do to gain trust
Knowledge/Intellectual Challenge	New opportunities to learn new things and apply them	+	Ask for a project that would "stretch" my mind

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The Process – Step by Step



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Some caveats...

- This process is very powerful and can have an extraordinary effect on organizational performance and employee retention
- If your organization chooses to embark on a retention effort with this method, senior management must be prepared to visibly support it, or it will backfire, possibly resulting in higher turnover and the loss of employee confidence

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Implementation Planning for Your Organization

- Working alone- Describe
 - a possible action plan for implementing this process in your organization
 - the possible road blocks that might exist
 - Some possible solutions to these roadblocks
- Working with your group
 - Present the work you have done alone and seek additional suggestions to any areas that you find helpful
- We will share the results in a group setting

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Questions?



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