

Retention: Anyone who leaves is right!

Shaping organizations in which
people want to work **and stay.**

Fluctuation costs money



Fluctuation costs

- = Average annual salary per employee
- × 0.5 factor*
- × Number of employees who leave per year



Costing example

- Annual salary €60,000
- × 0.5 factor
- × 100 employees who leave per year

- = €3 million annual fluctuation costs



How much does fluctuation cost you per year?

		Annual salary (€)
×		Factor (0.5)
×		Employees who leave per year
=		Annual fluctuation costs (€)

The good news: Improved structures can reduce fluctuation costs and consequential costs.

*Source: Gallup 3/2019: This Fixable Problem Costs U.S. Businesses \$1 Trillion (gallup.com)

This source quantifies fluctuation costs at between 0.5 and 2 times an annual salary. The factors taken into consideration include underperforming prior to leaving, bridging solutions, job advertisements, headhunters and onboarding.

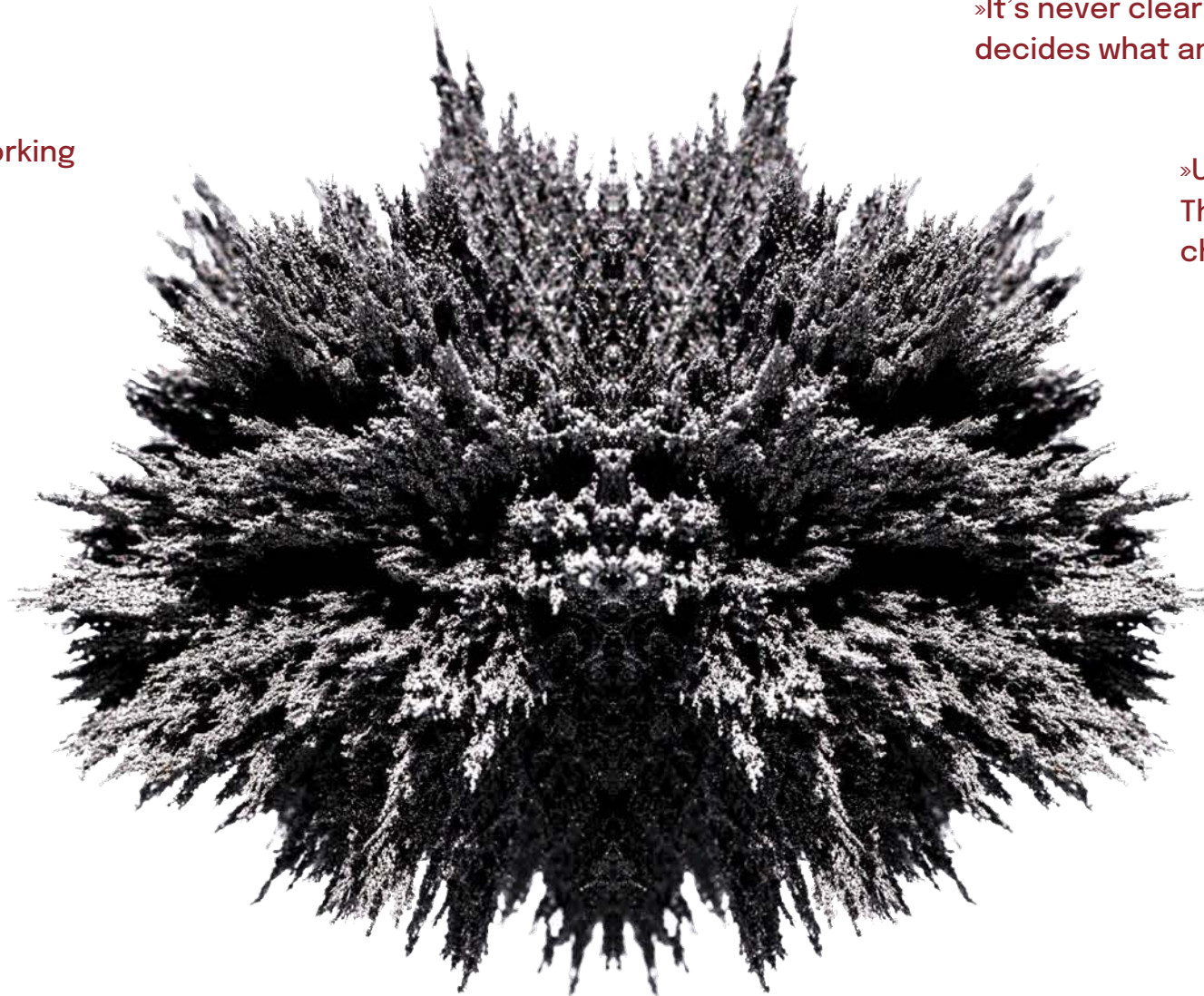
Organizations are full of structurally induced impositions. We often hear about them:

»I often end up working for the trash bin«

»Someone's always interfering with my work«

»Decisions take ages«

»More and more work ends up on fewer and fewer shoulders«



»It's never clear who decides what and how«

»Up today and down tomorrow: Those at the top are always changing the strategy«

»I can't get ahead with my career here«

»I can never rely on my working schedule«

»I want more flexible working hours and the chance to work at home«

Employees leave when ...



... they can no longer put up with the **impositions**.



... the impositions are not matched by sufficient **compensation**.



... another organization offers **better conditions**.

If you listen carefully, you'll recognize **structural problems** behind the frequent references to impositions.

Impositions can be countered in different ways. You can ...



1 ... remunerate them Compensation for the “pain” suffered

e.g., through

- More salary
- Special payments
- Corporate benefits,
e.g., a job bike



2 ... cushion them Social compensations

e.g., through

- Collegiality
- Short lines of communication
- Appreciative leadership



3 ... reduce them Adjust the organization’s formal structures



e.g., through

- More decision-making powers
- More say in strategy
- Choice of where to work

By the way, these three levers
are shown in the order of
increasing effectiveness.

If you counter impositions and create
good structures, you’ll reduce
fluctuation and the consequential costs.

Together we can work out how you can shape an organization in which people want to work – and stay.

	 Retention Check Up 2–4 weeks	 Retention Deep Dive 4–6 weeks	 Retention Road Map 2–4 weeks
Format	A conversation or a well-planned workshop with you and other stakeholders	Exploratory conversations with employees and managers from the affected areas	Moderated workshop with those shaping the organization
Content	Capturing the problem more precisely Forming and discussing hypotheses	Inductive interviews: What is felt to be an imposition and what indications are there of structural problems? What has been undertaken to bring about improvements?	Presentation and discussion of the evaluation findings Derivation of concrete measures for action
Result	Overview of the organizational problems: A common understanding of the problem & a commitment from those shaping the organization A joint decision on which areas are to be acted on (first)	Making the illusive nature of fluctuation describable and treatable: Making impositions discussable Gaining in-depth insights into fluctuation backgrounds Finding starting points for amending the impositions	A retention road map that counters structural impositions, incl. next steps for implementation



Metaplan baut Brücken von den Gestaltenden zu denen, die in der Organisation arbeiten.

Who we are – and what distinguishes us



We are a **scientifically grounded** organizational and strategic consulting agency with more than 50 consultants working in nine countries around the world.

We **combine experience from teaching and research in organizational science** with decades of **consulting practice** in a wide variety of different industries.

Metaplan builds bridges between those who shape organizations and those who live and work in those organizations.

By working with you, we can find out which **structures** fit your organization and your **retention challenges**.

We look forward to talking to you.
Just get in touch.



Andreas Stammnitz
Senior Consultant

AndreasStammnitz@metaplan.com

T +49 4106 617-0

M +49 163 738 95 14



Timothy Nas
Senior Consultant

TimothyNas@metaplan.com

T +49 4106 617-0

M +49 162 275 78 69



Metaplan – better organizations:
More about our way of thinking
along with many practical
examples in our latest book:



Dr. Kai Matthiesen
Dr. Judith Muster
Peter Laudenbach

Metaplan®