



#CULTUREROADMAP SERIES
THE IMPACT GREAT MANAGERS HAVE ON TURNOVER

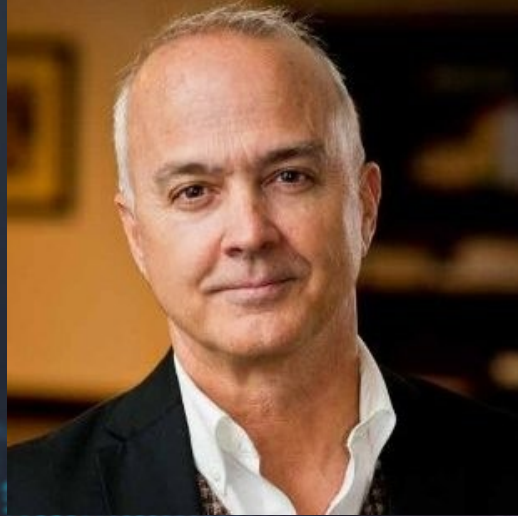
JAY RICHARDS AND RAUL GOMEZ



About Denison

- Established in 1998
- Headquartered in Ann Arbor, MI
- European Office in Zurich, Switzerland
- Global consultancy expertise in over 50 countries
- World class diagnostics, robust research
- Focused on large-scale organizational culture transformation & leadership development

Today's Speakers



Jay Richards
Senior Consultant



Raul Gomez
Culture & Leadership Advisor

Today's Agenda

- The impact managers have on organizational culture
- The impact organizational culture has on turnover
- The key traits of great managers
- What you can do to develop those managers



First, why do we even care?



millennial

BOOMER

Born from 1980-2000
Total in US: 72 Million
Social Networking: 75%
35% Liberal
Most Diverse

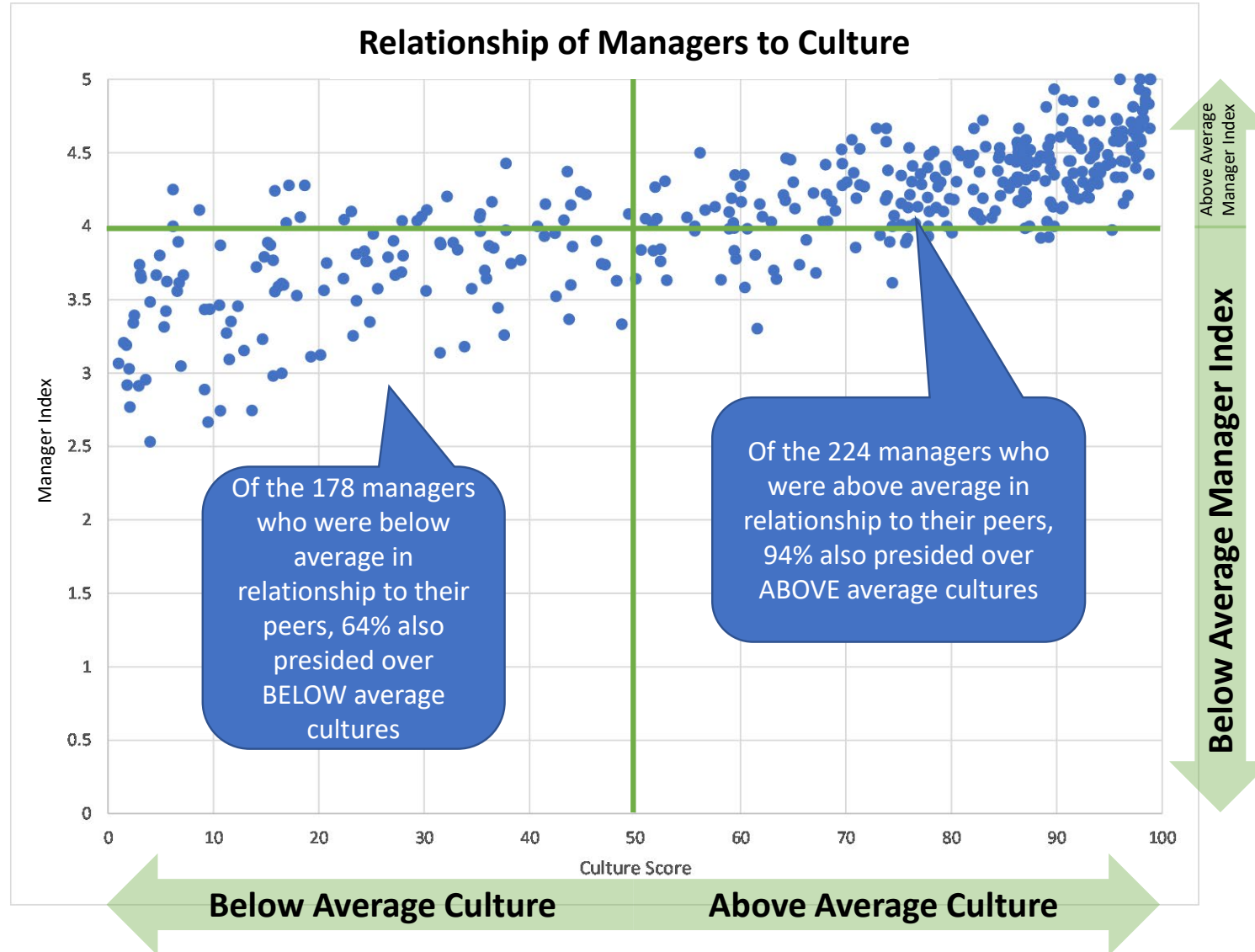


Born from 1935-1955
Total in US: 82 Million
Social Networking: 35%
40% Conservative
Most Wealthy

The Relationship of
Managers
to
Culture

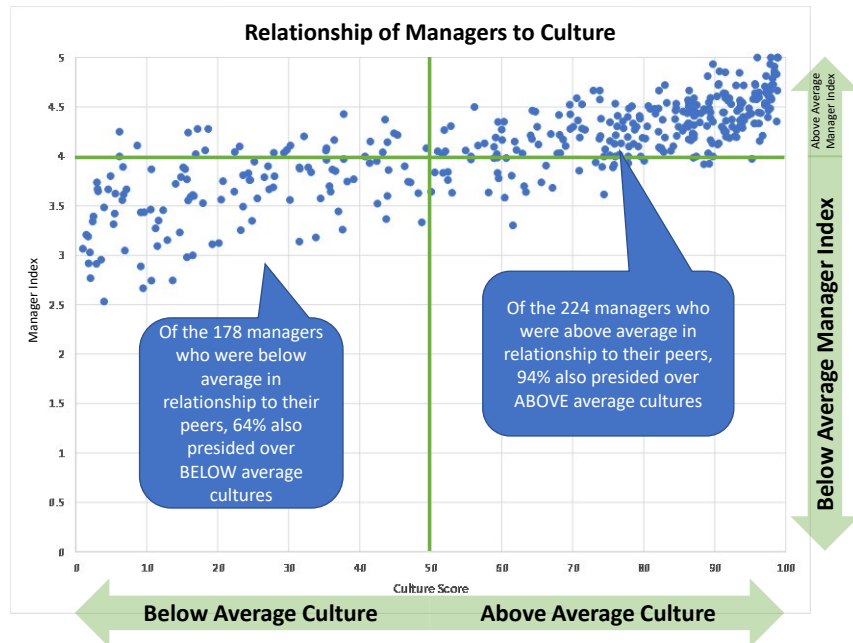


- 400+ managers and the relationship to culture
- Managers were on a five-point scale
 - I have trust and confidence in my manager.
 - My manager interacts with me regularly.
 - My manager has the knowledge, skills, and ability to be an effective supervisor.
- Culture was on a five-point scale converted to percentiles based on 1000+ organizations



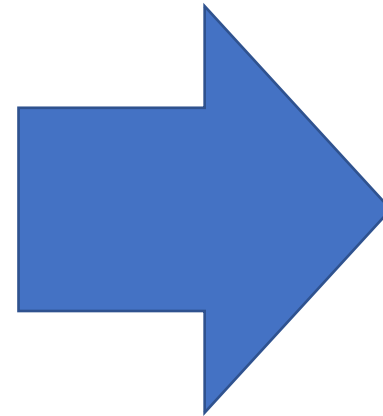
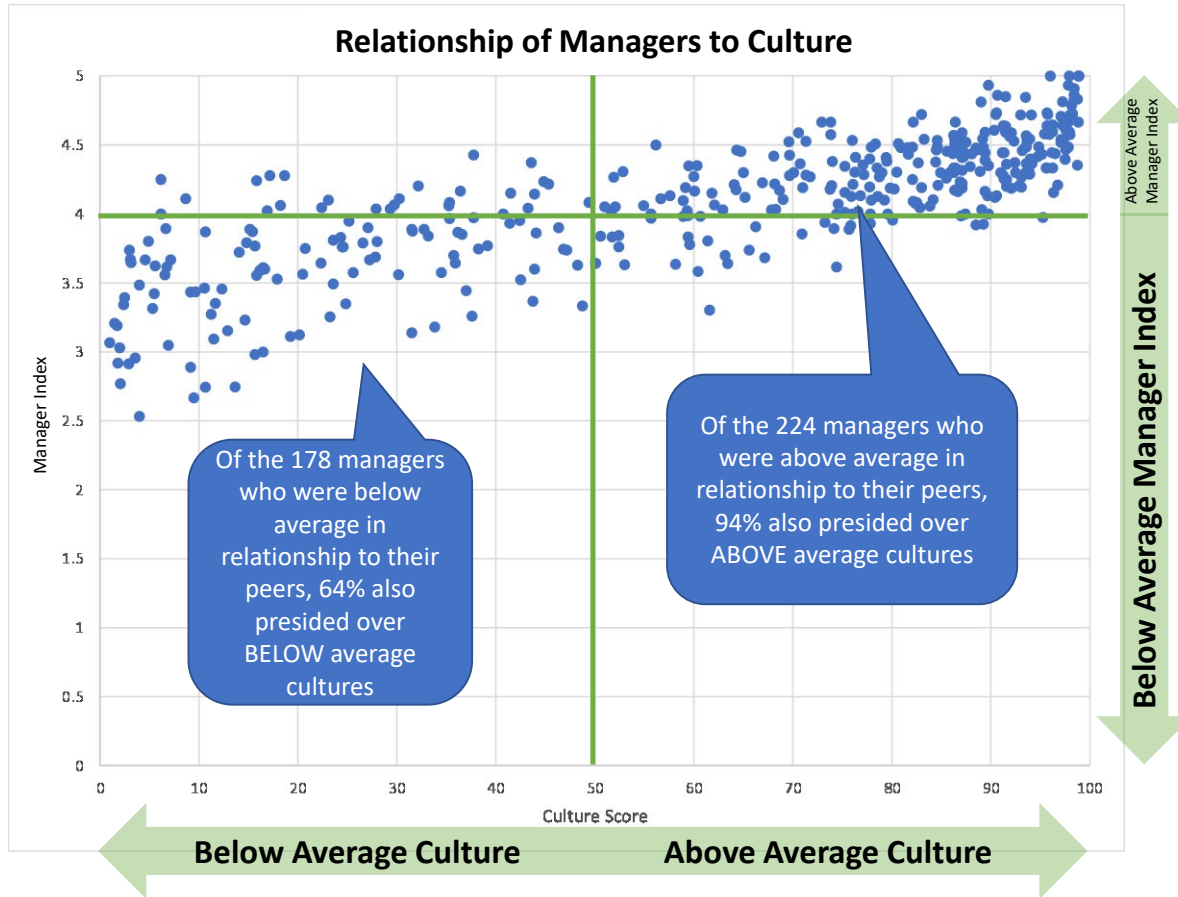
Top Ten Correlators of Managers to Culture

Use a driver analysis to determine key drivers...



1. Leaders and managers "practice what they preach."
2. When disagreements occur, we work hard to achieve "win-win" solutions.
3. It is easy to reach consensus, even on difficult issues.
4. Authority is delegated so that people can act on their own.
5. There is a clear and consistent set of values that governs the way we do business.
6. Teamwork is used to get work done, rather than hierarchy.
7. The capabilities of people are viewed as an important source of competitive advantage.
8. Information is widely shared so that everyone can get the information he or she needs when it's needed.
9. Work is organized so that each person can see the relationship between his or her job and the goals of the organization.
10. Leaders have a long-term viewpoint.

Top Ten Correlators of Managers to Culture



1. Leads by Example
2. They Listen
3. Diverse Points of View
4. Trust/Delegate
5. Fair
6. Builds the Team
7. They Value People
8. Communicates Well
9. Provides Purpose
10. Big Picture Thinking



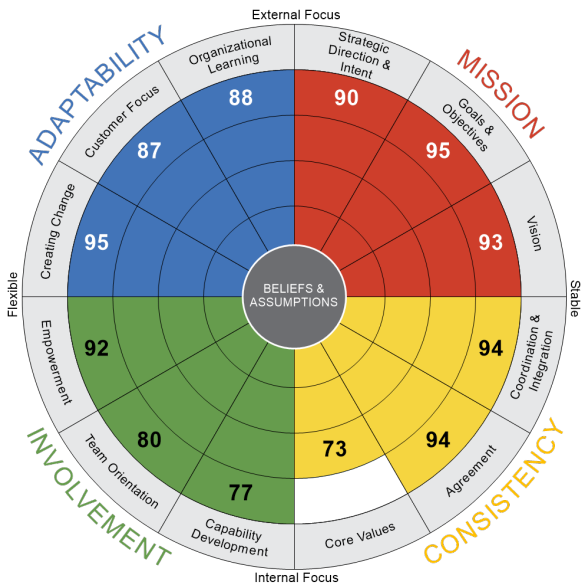
The Relationship of
Culture
to
Turnover

Relationship of Culture to Turnover



Intended Turnover: I rarely think about looking for a job with another organization

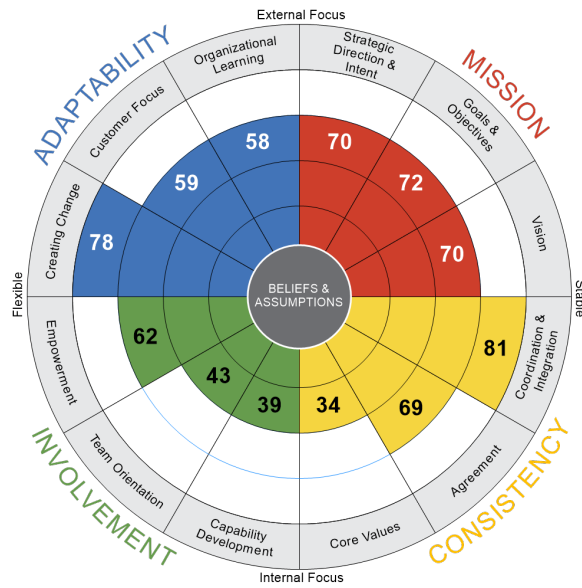
Top Quartile Organizations



N=33

15%

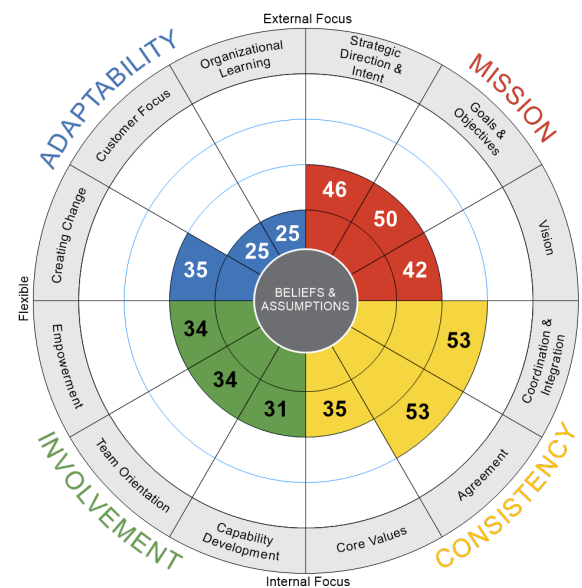
3rd Quartile Organizations



N=48

20%

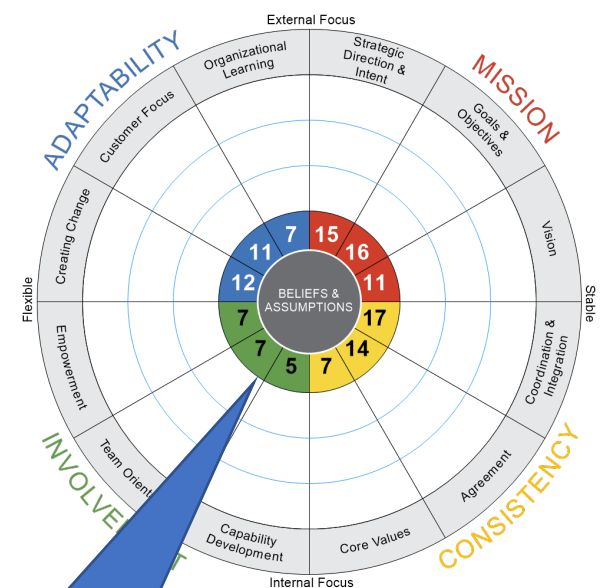
2nd Quartile Organizations



N=31

22%

Bottom Quartile Organizations



N=38

32%

Turnover Intentions

When these figures go single digits, the turnover figure goes to 43+

SO, what do we do???

The great companies we work with do NOT leave leadership to CHANCE

Take it down to the floor...

Leadership 360s – **Creates Awareness**

Individual Coaching – **Creates the PLAN**

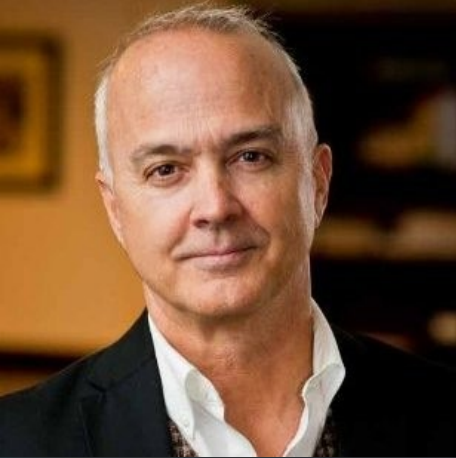
Leadership Coaching Process Flow



Questions & Discussion



Connect With Our Speakers



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*Connect, Collaborate
& Share Culture
Transformation with
the Denison Team*

#CultureChangeRoadmap Webinar Series

- Sept. 29, Oct. 27. & Dec. 1
- [Webinars – Denison Consulting](#)

2022 Certification Workshops

- Sept. 7-9, Oct. 25-27, Nov. 28-30
- [Certification - Denison Consulting](#)

Latin American Certification in Spanish

- **5 Modules: Oct. 25, 27 & Nov. 3, 8 & 10**
- [Certification - Denison Consulting](#)

Leading Culture Change in Global Organizations

- For those NEW to Denison, we are offering a **complimentary signed copy of Dr. Dan Denison's book for the first 5 attendees that sign up for a 20-minute demo**
- [Contact Raul at rgomez@denisonculture.com](mailto:rgomez@denisonculture.com) to set up your demo!