The 'Culture Component' in Employee Retention

Finding good employees remains a significant challenge for the graphic communications industry—and retaining them in the face of competitive outreach from other companies similarly searching for talent is an even greater problem.

Employees looking for a new home are often basing their decisions to join, stay, or go on a number of factors. Pay and benefits, of course, are at or near the top of the list, but also important are finding a place where they can make a meaningful contribution, where their work will be valued, and where they are comfortable with the culture. In fact, the "culture component" can be a key factor, especially for workers trying to decide whether to leave their current job for a new environment.

According to *Inc.com*, "Corporate culture refers to the shared values, attitudes, standards, and beliefs that characterize members of an organization and define its nature. Corporate culture is rooted in an organization's goals, strategies, structure, and approaches to labor, customers, investors, and the greater community." Inc.com offers the following as main principles of a healthy corporate culture:

• **Prevailing corporate culture begins at the top.** "Top management's vision for the company must be shared with employees so that it becomes their vision as well. And managers should set examples of the dedication, ethics, and interactions with others they expect employees to emulate.

• **All employees should be treated equally**— employees who excel can be rewarded, but "interactions with all employees should be based on a foundation of respect for them."

• **Hiring decisions should reflect the desired corporate culture**—"'good attitude' is an essential component of any healthy corporate culture."

• **Two-way communication is essential.** Employers "who discuss problems realistically with their workforce and enlist employees' help in solving them will likely be rewarded with a healthy internal environment."

Part of a Team

"In a healthy culture, employees view themselves as part of a team and gain satisfaction from helping the overall company succeed," says Inc.com. "Employees in an unhealthy culture tend to view themselves as individuals, distinct from the company, and focus upon their own needs. They only perform the most basic requirements of their jobs, and their main—and perhaps only—motivation is their paycheck."

How can you tell if your culture is less than healthy? A steady turnover of employees is one sign—another is your constant disappointment in employees who don't seem able to do things the way you want them done. Here are four more signs of a toxic culture from *Forbes.com*:

• There's only one way to do things (the boss's way).

• Everyone's number one goal is to avoid getting yelled at.

• There are secrets everywhere—and the grapevine is rampant.

• People come and go—and no one seems to care.

But even toxic cultures can be turned around—and healthy cultures can be made stronger—when management has the knowledge, the desire, and the will to change things.

Aligning Strategy & Culture

"Knowing and Leading Strategy & Culture" will be the focus of the next Idealliance Strategic Management Program session, September 11-12, 2018, at the Chicago Marriott O'Hare

It will examine the role mission plays in aligning an organization and driving culture and will:

• Discuss and practice leadership behaviors and communications that help give meaning to work for employees and other leaders.

• Focus on aligning strategy, structure, people, performance and expectations to drive an organization.

Click here for program details or contact Tom Carroll, lead facilitator and trainer, at coachtmc3@gmail.com or (630) 215-8698