



## Cultivating Culture:

Harnessing the Power of Engaged Employees

BOMA  
Manitoba  
April 18



# Agenda

- Understanding the impact of engaged employees
- Cultivating a positive workplace culture that supports continuous learning
- Exploring strategies for employee retention

# The reality of retention

Over a quarter (28%) of Canadian employers expect employee turnover to increase this year

## The number one reason for employee turnover in 2024?

**Better pay/benefits elsewhere (37%)**

### Followed closely by:

- Lack of advancement/development opportunities
- Increased workplace demands and feeling overworked

# The cost of turnover

Replacing a employee costs employers **\$30,674 annually** on average

\*This includes the cost to rehire and lost productivity

For some Canadian employers (15%), turnover =  
**more than \$100,000 per year**

# The cost of turnover



Not just a monetary cost

**Employee turnover places a heavy burden on current employees**

This contributes to work/life imbalance and feelings of being overworked ...a common reason employees leave an organization


It becomes a cycle that can be hard to break

**Proactive retention efforts can break - or avoid - the cycle**

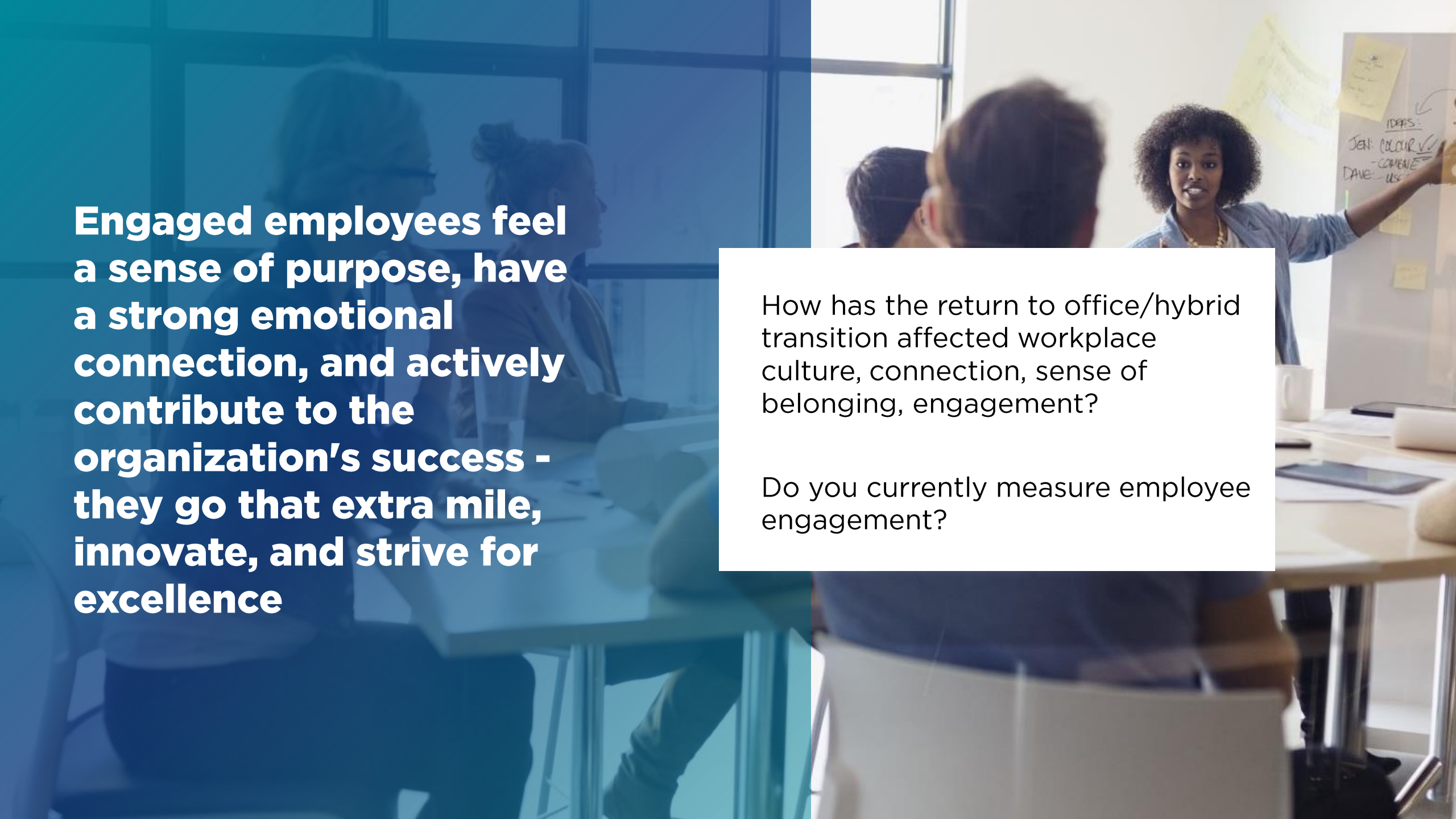


# People strategies that support retention:

- Engagement best practices
- Culture of continuous learning
- Employee development



Employee engagement is the holistic **connection people feel** towards their workplace – if this connection is strong, employees are more likely to **contribute to the business in an impactful and enduring way.**

A woman with curly hair, wearing a blue blazer, is standing and pointing at a whiteboard in a meeting room. She is addressing a group of people whose backs are to the camera. The whiteboard has handwritten notes including 'IDAPS', 'JEN: COLOUR ✓', '- COME', and 'DAVE: US'. The room has large windows and a desk with a laptop and a mug.

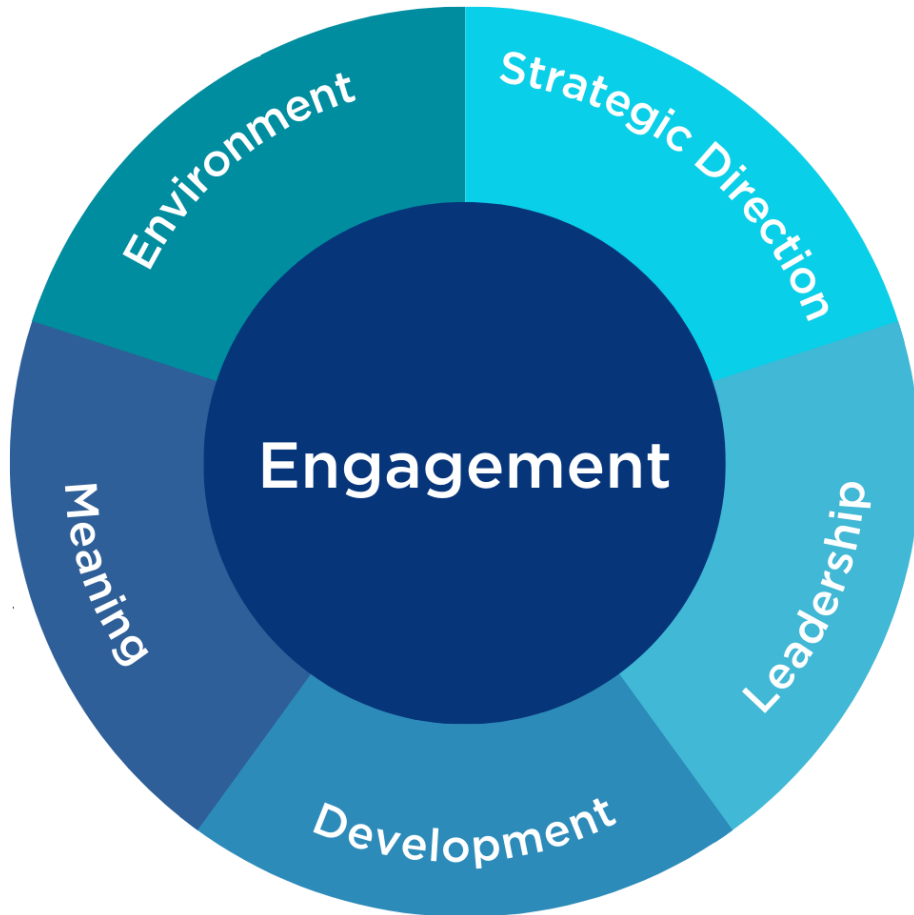
**Engaged employees feel a sense of purpose, have a strong emotional connection, and actively contribute to the organization's success - they go that extra mile, innovate, and strive for excellence**

How has the return to office/hybrid transition affected workplace culture, connection, sense of belonging, engagement?

Do you currently measure employee engagement?



# Drivers of engagement



## **Environment**

The things that make for a supportive work environment - culture, flexibility / balance, autonomy, recognition

## **Strategic Direction**

When employees understand how their work connects to the vision of the organization they have a sense of connection and purpose that drives their work

## **Leadership**

Everyday supports for employees in the workplace provided within direct reporting relationships

## **Development**

Demonstrating commitment to employee's professional and personal growth

## **Meaning**

Connection to the organization and role

# Engagement



- Employee engagement and wellness are about protecting human capital, an organization's most valuable asset
- Organizations that ensure their employees are engaged will flourish, thrive will remain ahead of the curve
- When employees are supported, have control and autonomy over their work, and understand how their work connects to an important value or purpose, that leads to engagement
- Strategies and initiatives that foster engagement - providing growth opportunities, recognizing achievements, promoting open communication, and involving employees in decision-making processes

# Engagement Best Practices



Reflection & Action  
Planning



Communication



Leadership  
Commitment



Change Management

# Create psychological safety



People perform their best when they **feel** psychologically safe. This feeling is so important to humans that social scientists consider it a basic human need. When there is **a lack of it**, people won't speak up, take risks, or surface their concerns. They won't **share their ideas** or do their best work.

According McKinsey, **89%** of employees believe psychological safety is a workplace essential.

# Create a Culture of Learning

Developing a culture that encourages & supports learning & development provides tremendous benefit for organizations

Make learning a core organizational value

Ensure employees have time to take advantage of development opportunities by reinforcing development is a priority - this should be a message on repeat

Upskilling, reskilling, and cross-skilling are common means of professional development that drive engagement

Programs for employees can take many forms, including internal mentorship programs, talks by company or industry experts, online programs etc.



A woman with curly hair is talking to another woman in a modern office setting. The background shows large windows and a potted plant. The text is overlaid on a teal background on the left side of the image.

# Leadership Development & Coaching

Effective leaders elevate an organization

An investment in Leadership Development allows leaders to call upon a playbook full of skills and abilities

Great leaders are great coaches - coaching is a learning tool to facilitate thinking, creativity and problem solving

Regular 1:1's, feedback and meaningful recognition

Versatility Purpose Employee Experience

Hybrid Workforce

Micro-credential

Future Quiet Promotion

Upskilling Transferable Skills

Talent Shortage

Reinvention

Micro-coaching

Growth

Develop

Internal Talent Mobility

Adaptability

# Employee retention strategies







**Q & A**

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# About us

People First HR Services provides **end-to-end, people-focused HR solutions** to organizations across Canada.

We contribute to the success of your clients by working with them to attract, recruit, reward, empower and engage their people.

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