



# The Great Retention E-book

A practical guide to tackling the underlying issues driving  
the Great Resignation



# Table of Contents

Turning the Great Resignation into the Great Retention is the best long-term strategy your organization can implement to improve employee engagement and combat churn. This e-book will guide you through the best practices to tackle the causes of this worldwide tendency.

01.	Introduction	p. 3
02.	Onboarding - Score a Goal Before the Kick-off Whistle Blows	p. 6
03.	Share The Team Spirit to Drive Employee Engagement	p. 11
04.	Keep Your Talent on The (Internal) Move	p. 18
05.	Unleash the Power of Data-Driven Decision-Making	p. 24
06.	Let's Huddle Up	p. 27

# 01. Introduction

The Great Resignation is a concept coined by HR experts referring to the increasing employee attrition worldwide.

- **US:** The number of resignations increased in November to an all-time high of 4.5 million (+370,000). The quit rate increased to 30%, matching the series high in September.<sup>1</sup>
- **UK:** Job-to-job moves totaled 979,000 between July and September.<sup>2</sup>
- **Europe:** 20% of Millennials in Western Europe quit their jobs in the past year.<sup>3</sup>

And while we're not here to generate doubts about its existence (as numbers and stats speak on their own), in this e-book we would like to offer a more positive outlook! In fact, at Avature, we prefer to refer to the current period as **"the Great Retention."** Why? Because we believe that this is the perfect moment for organizations to take total control of their talent management strategy and drive retention efforts with a new take on workforce engagement.

But before we get into it, let's recap why turnover is such a pressing issue for organizations all over the world.

## Root Causes

There are certain misconceptions around what's causing the Great Resignation. So, in order to successfully tackle this organizational predicament, we must first understand what reasons lie behind it.

On the one hand, according to a 2022 MIT study<sup>4</sup>, there is a tendency among HR experts to focus on younger generations and their apparent lack of desire to work. Generational changes are no surprise, but as newer generations bring their own priorities and attitudes to the workplace, quitting or rejecting job offers because they don't want to work is not one of them.

The second misconception focuses on compensation. Even though a pay raise is always good news, low salaries are not the main reason for departure, according to former employees.

In fact, the same MIT study ranked compensation in the 16th position when dealing with attrition causes. Consequently, we can discard that myth.

With these common fallacies out of the way, we can get to its real cause. According to the MIT study, organizational culture is the most recurring reason (over ten times more than salaries) for talent flight. Job insecurity, failure to recognize performance and a poor response to Covid occupy the higher positions of reasons why employees are unhappy.

### Plan of Action

Awesome, now we know why employees decide to leave their jobs. But what can you do to engage talent and prevent this from happening? The key to tackling the main causes of employee attrition in the Great Resignation is focusing on redefining and optimizing the employee journey. This e-book will cover this process, from onboarding to engaging and promoting development and growth.

Taking the time to **focus on an end-to-end employee experience**, providing value, care and a sense of belonging, technology serves as a master tool to better implement, apply and transmit organizational core values to employees.

By adapting your current practices to a new, holistic talent management framework driven by agile technology, your organization will be better positioned to implement and leverage new and innovative strategies that will dramatically reduce talent flight risk.

Now, a little disclaimer here. When we discuss the concept of “adapting,” we do not mean a 180-degree shift in your core organizational values but rather the ability to identify and seize opportunities in your operating environment. Josh Bersin has coined this skill as **change agility**, and having the right technology on hand is key to making the most out of these opportunities during times of ongoing change.

Moreover, as you move through this e-book, you’ll recognize there’s no one-size-fits-all or unique, secret formula. You can **set your own pace and tailor each step** to your own organizational needs through configurable technology.

**“Change agility is not just about training and communications. It’s about **human-centered leadership**, building a strong culture of purpose, taking care of your people and creating a design discipline of ‘micro-nudges’ and stories that bring people to the new world.”**

— **Josh Bersin**  
President and Founder  
**Bersin & Associates**

## 02. Onboarding - Score a Goal Before the Kick-off Whistle Blows

Giving your new talent a great first impression is crucial to engaging new hires. And, truth be told, you only have one shot at getting it right. An effective onboarding strategy can ensure a positive first impression, decreasing the fears and insecurities a person may go through when starting a new job and giving place to engagement from the very first moment a new hire decides to become part of your organization.

And we still haven't mentioned the hassle of paperwork. When the bureaucratic process of document completion takes over, it can negatively interfere with their new hire experience, leaving valuable information, teammates and company culture out of the main picture.

Organizations should implement a holistic process that tackles these problems. Agile technology can help you achieve this, while providing an engaging experience to your new hires.

### **Only 12% of U.S. employees**

believe their organization does an excellent onboarding job.<sup>5</sup>

### **82% increase**

in new hire retention in organizations with a strong onboarding process, which also show a 70% improvement in productivity.<sup>6</sup>

### **94% of new hires**

that go through a complete onboarding process before their first day at work claim they had a great first experience.<sup>7</sup>

Here are five onboarding best practices that you can (and should) implement to make a great first impression:

#### **1. Engage new joiners prior to day one**

Take advantage of the time between offer acceptance and the first day at work to engage new hires and minimize administrative paperwork. The right onboarding solution (i.e., one that is fully branded and easy to navigate) can facilitate effective pre-boarding (the invested time between job acceptance and first day)

with automated emails sharing company news, welcome messages from team members and managers and resources to help prepare new hires for their first week of activities.

## **2. Provide and collect valuable information**

Effective knowledge sharing is key to a rewarding onboarding experience. A tailored onboarding portal will allow you to provide new hires with all the information they need for day one, including training schedules, company policies and procedures, and any paperwork that needs to be reviewed and signed. Focus on going paperless with digital form-signing to save time and resources for all parties involved in the onboarding process.

## **3. Generate a sense of belonging**

A “people-centric” onboarding experience means providing your new hires with an opportunity to develop networks and meet their new teammates prior to day one. Not only does network-building drive engagement, but it helps new hires feel more comfortable as they adjust to their team, role and work responsibilities. An employee engagement solution works wonders in this respect, giving your new hires an inside look into your organization as they break the ice with their soon-to-be co-workers.

## **4. Clearly define roles and responsibilities**

Role clarity is one of the most consistent predictors of employee satisfaction and buy-in. You know why you hired a new employee, but do they? Onboarding presents a crucial opportunity for organizations to explain to new hires what is expected of them and how they can help achieve long-term business goals. Setting objectives early can also provide new hires with a sense of purpose while decreasing time-to-productivity.

## **5. Keep communication channels open**

An essential ingredient of effective new hire onboarding is eliminating doubts and answering inquiries. While you will ideally address most new hire concerns in the pre-boarding period, you should also provide talent with an open communication channel (or channels) to clear up misgivings and ask relevant questions as the onboarding process proceeds. A flexible onboarding solution can help you establish a non-invasive and automated flow of follow-up emails that reminds your new hires of core resources, from internal chat “help” channels to mentorship programs.

# Avature Advantage

Avature's fully customizable Onboarding Solution lets you design high-touch onboarding experiences for different employee groups and automate and track every step of your defined process from a single system.

Deliver tailored information to each new hire using the Avature onboarding portal. Based on the parameters you set, such as field of expertise, location or position, and others, new employees will access a personalized hub full of information about their new job, office, and first day at work. In this same branded portal, they can also sign legal documents, meet their teammates, sign up for training sessions through Avature's self-scheduling tool and learn more about their new employer through customized videos and links.

Coordinate all parties involved in the first step of a new employee's experience to ensure everything is set for day one. Avature workflows and smart automation capabilities can take care of these hand-offs, making the onboarding process highly scalable.



# Industry Leaders in Action

## Epic

Epic, an electronic healthcare software company with over 11,000 employees, chose Avature to create powerful moments for their new hires. Jeff Sonntag, Avature Administrator at Epic explained that it was a presentation from a New York Times bestselling author who inspired their decision to overhaul onboarding!

In a talk on *“The Power of Moments”*, Chip Heath explained that a new hire’s first day at work is a critical transition. Epic decided it was time to provide their new joiners with a personalized onboarding experience that would decrease stress levels during that period and turn it into an enriching first moment in their new job.

Aiming to create a sense of belonging, care and meaning in the workplace, Epic used Avature Onboard to deliver a tailored onboarding hub to each new hire. In this way, new joiners can find all the information they need, such as relocation packages, company policies, training and eligible benefits.

In addition to providing new hires with useful information, Epic also took advantage of the DocuSign integration on their Avature onboarding hub. This way, newcomers can fill in forms and digitally sign relocation or employment agreements and confidentiality notices.

This feature had a two-way benefit for Epic. On the one hand, they were able to collect crucial data and take care of an administrative task before day one, improving the candidate experience. On the other hand, they also eliminated an estimated \$50,000 in post and stamp expenses. And all this without mentioning the hassle of receiving, scanning, categorizing and re-sending paperwork to all relevant stakeholders involved in the process.

**“Avature has allowed us to create powerful moments for our staff, setting the stage for belonging and meaning in somebody’s work.”**

— **Jeff Sonntag**  
Avature Administrator  
**Epic**

## 03. Share The Team Spirit to Drive Employee Engagement

Talent engagement doesn't end once your new hire has been properly onboarded. In fact, it should remain a core focus throughout the employee journey. Once onboarding has wrapped, organizations need to continue to provide their workforce with a people-centric and rewarding employee experience that generates a sense of belonging. And, in a context of increasing remote work where the human touch tends to fade away, employers need to find a way to recreate it.

The key? Agile and intuitive technology. Incorporating an engaging and intuitive employee hub is crucial to emulate the physical closeness the modern workforce longs for. And, thus, organizations can find in holistic technological tools the answer to the experience employees crave.

### **Employees with a deep sense of affiliation**

with their team members are driven to take positive actions that benefit the business — actions they may not otherwise even consider.<sup>8</sup>

**Employees who feel cared about** are more committed and engaged and have lower stress and a feeling of well-being.<sup>9</sup>

### **51% of the employees**

who left their job in the past six months said they lacked a sense of belonging.<sup>10</sup>

Here are five best practices to follow in your quest towards more meaningful employee engagement:

#### **1. Build a sense of community**

Facilitate a place where people can get to know each other through personal profiles, start conversations, recognize each other's successes and work anniversaries or provide constructive feedback.

#### **2. Encourage interaction and collaboration**

It's up to you to set the boundaries for interaction within your employee engagement hub, but creating groups based on different interests or projects can be a great way to get the conversation flowing.

Provide a space where your workforce can share everything from songs and pictures of their pets to progress updates for important company initiatives, depending on your preferences.

### **3. Bring your company culture to life**

Showcase upcoming work-related events, share content that speaks of your organizational culture such as DEI and provide a space where company and individual announcements co-exist for everyone to access.

### **4. Eliminate talent management silos**

From absence management to policy documents, your employee engagement hub can act as the central point where company-wide talent management initiatives come together. Make them aware of the full range of internal tools they have access to.

### **5. Measure employee engagement**

Encourage your talent to have a voice within your organization. Create polls and surveys, and check how well your employee experience strategy is doing by receiving direct feedback from them.





## Avature Advantage

As pioneers of CRM, when it comes to engagement, Avature has a comprehensive toolkit you can use to execute impactful communication campaigns with your workforce. From fully branded email templates and tailored sites that can be updated on the fly thanks to our holistic CMS feature set to our segmentation capabilities, you have access to the tools you need to capitalize on employee engagement.

Avature DNA is a one-stop shop that unifies company-wide talent management initiatives so your talent can find all they need. Users can interact upon company announcements or quick links to their most frequently used resources through a curated employee dashboard.

By creating and participating in employee groups, colleagues can interact and collaborate with each other based on personal and professional interests. In the same way, organizations can use powerful employee data to deliver segmented content to different groups within their workforce, providing employees with growth opportunities, relevant upcoming events or training sessions or interesting company news.

Empower your HR department to make data-driven decisions with robust analytics based on employee engagement through real-time feedback.

# Industry Leaders in Action

## Deutsche Telekom

Deutsche Telekom, one of the world's leading integrated telecommunications companies with over 215,000 employees worldwide, chose Avature to bring its vision to life. As an organization with a rich heritage of employees who have worked at the company for many years, they had to find a way to create an engaging environment that facilitated the delivery of tailored growth opportunities to their workforce - one that provided their employees with attractive reasons to remain with the company. Their initial scope for the project involved identifying the top 1% of their workforce, and they worked with Avature to build a talent management hub.

In addition to showcasing exciting job and learning opportunities, Deutsche Telekom also created an engagement opportunity by encouraging collaboration and discourse. Within this hub, they included business leaders who would act as sponsors for an employee's upcoming succession step. Through two-way communication, their top talent could receive advice and guidance from their peers on the best ways to grow within the organization. Avature DNA made it possible.

Because of the caliber of this talent segment, creating a high-touch experience was a top priority, and Avature AI helped them deliver this through advanced personalization.

**“You don’t want your talent to be sifting through a list of jobs or development opportunities. You want to give them what they need at the right place and at the right time. And Avature really enabled us to do this with **its white-box approach towards algorithms.**”**

— **Pranav Chadha**  
Senior Technical Product Manager  
**Deutsche Telekom**

# Industry Leaders in Action

## Epic

Having most of their recruitment strategy focused on entry-level roles, Epic needed a way to introduce new hires to the industry and their organization. In addition, most new employees were likely to face the challenge of relocating to a city they may have never visited before. Consequently, the need to engage them from the very first minute became a top priority.

They decided to tackle this with Avature DNA, using the technology to create a community where new hires could meet each other, start interacting and access many resources related to the company and the local area.

Epic even created a group within DNA for new hires who needed to relocate and wanted to find a roommate.

Leveraging Avature's advantages in automated processes, Epic saved a lot of manual work by creating an automatic workflow to add new hires (anywhere between about 1,800 to 2,500 a year) to their engagement hub.



**“Since implementing Avature, we have been able to improve the candidate experience, improve the happiness of our recruiters, and save time and money.”**

— **Maria Szychlinski**  
Project Manager  
**Epic**

## 04. Keep Your Talent on The (Internal) Move

So, now you've got plenty of ideas to generate a sense of belonging within your organization. But the Great Resignation ghost is still hovering over your workforce. And while a call to Ghostbusters was a great solution on the big screen, now your organization is in need of something else: talent mobility.

One of the main reasons for the recent increase in employee churn is the lack of internal growth opportunities. But, how can this be the case when there are open positions to fill and projects in need of execution? In many organizations, employees miss out on them due to the lack of visibility. In other words, they may feel stuck or that there's no room for growth when the reality is quite the opposite.

Combining agile technology with your organization's internal mobility philosophy can enhance your talent's journey by letting them know there's always room for professional development. Make your workforce aware of different available opportunities that may help them develop, both professionally and personally.

By encouraging and enhancing the visibility of both horizontal and vertical movement opportunities throughout the organization, you'll be able to tackle a two-way issue. On the one hand, a solution to the frustrating sensation of getting nowhere. On the other, a solution to the ongoing search to cover the need for new talent.

### **94% of employees**

would stay at an organization longer if it actively invested in their careers.<sup>11</sup>

### **Lack of career progression**

is one of the biggest reasons employees quit their jobs.<sup>12</sup>

### **88% of employees**

would stay at a job longer if there were career development opportunities. High-performing companies are 30% more likely to emphasize the importance of talent mobility so that everyone takes an active role in career development responsibilities.<sup>13</sup>

Here are five internal mobility best practices your organization can implement to enhance employee engagement:

### **1. Tailor your promoted opportunities**

Provide employees with personalized recommendations for growth opportunities. Set the parameters that dictate which positions, gigs or projects are relevant for each member of your workforce and then let AI deliver these segmented recommendations at scale.

### **2. Implement a skills-based approach**

Provide AI-powered skills gap analysis to communicate to employees the skills they lack for a specific position and how to acquire them, be it by participating in events or projects.

### **3. Execute internal drip campaigns**

Keep your talent up-to-date with segmented internal drip campaigns announcing relevant growth opportunities. Feature openings that need to be covered in the short term.

### **4. Activate transparent processes**

Applicants, managers and internal recruiters deserve to know how the selection process is going. Customize alerts to comply with your internal privacy policies and enhance transparency by letting all parties understand the ongoing (and upcoming) steps of the internal growth process.

### **5. Keep track of your internal mobility program's health**

Gather valuable data on how your talent mobility strategy is performing to maintain engagement at its top levels.

## Avature Advantage

Avature Internal Mobility empowers organizations to design, implement and optimize a data-driven mobility experience that redefines modern talent management.

Robust employee profiles will allow your talent stakeholders to consolidate all workforce-related information across the employee lifecycle. You can then leverage the resulting “people analytics” to provide a holistic and on-point development journey - one that is informed not only by experience but the preferences, skills and personal interests of each employee.

Combined with our AI-powered internal talent marketplace, HR leaders can prioritize mobility “readiness” by delivering employees personalized upskilling and reskilling opportunities. These tailored development recommendations will help your employees better understand the next crucial step in their career, be it a project, a gig or a full-time position.

With this “skills-first” approach to mobility, you can easily democratize your organization’s knowledge economy as you eliminate silos and encourage cross-functional collaboration. The result? A more equitable and inclusive mobility experience for a more productive workforce.

# Industry Leaders in Action

## L'Oréal

When L'Oréal, the world's largest cosmetics company, internally surveyed its workforce and hosted exit interviews, they discovered that a lack of transparency into available opportunities was a major driving force behind employees leaving the organization. They found out that:

**50%**

**of employees**

craved more visibility regarding their internal career within the organization.

**56%**

**of former employees**

who regretted leaving the company expressed a lack of visibility into career choices as the main reason for their departure.

**40%**

**of positions**

that were posted externally were filled by internal candidates.

Overall, a vast majority of their workforce sought more transparency into potential growth opportunities in the company. L'Oréal decided their mobility program needed a twist, so they teamed with Avature to design a more transparent and engaging platform. That way, they would prevent further talent turnover and save lots of money in hiring costs by improving engagement within the workforce.

POP (Positions Open Portal), an Avature-built platform launched in 2018 and spanning 70 countries, was the realization of L'Oréal's internal mobility vision. This solution, based on giving employees more control regarding their professional growth, allowed them to perform various operations without the involvement of HR. In this way, employees can apply for development opportunities, share interesting openings with colleagues and refer friends and family for positions. As a plus, POP allows users to implement customized notifications for vacancies based on their interests and career goals.

Through Avature Internal Mobility, L'Oréal improved employee experience, enhancing engagement by providing a more transparent and visible professional growth program where employees could decide upon their next steps within the organization. And the results speak for themselves:

**75% of the positions**

posted on L'Oréal's career site were filled by their employees.

**42% of vacancies**

where a successor had been identified were eventually filled by an internal candidate.

**40% increase**

in roles filled by internal candidates against external applicants.

**“If you sign up with Avature, you’ll really design solutions the way you want and also embark on a journey where innovation is at the core. I just don’t feel that I’m working with a company that’s not part of my organization. The solutions that we’ve created are so specific to L’Oréal that it just feels like our team sitting outside of L’Oréal and working for us.”**

— **Niilesh Bhoite**  
Chief Digital Officer  
L’Oréal

## 05. Unleash the Power of Data-Driven Decision-Making

The previously mentioned tips can help your organization transform the threat of the Great Resignation into the Great Retention by enhancing the employee experience throughout the whole talent journey. But there is one last step you can take to really enhance your strategy to retain and engage your workforce - data-driven decision-making.

By activating all of your talent management strategies from a single platform, you overcome the silos that come from disjointed systems and gain access to a wealth of end-to-end data that empowers you to take effective action in real-time.

By providing you with a single source of truth, you gain a deeper understanding of your workforce's skills (as well as gaps you need to fill), sentiment and satisfaction. You can calculate talent flight risk and take steps to resolve any issues before it's too late.

Having access to reliable information is just part of the data-driven decision-making process. In order to fully leverage collected data, it is fundamental for different stakeholder groups to visualize it through intuitive reports and dashboards. After all, organizations can't take action without real-time insights into the key metrics you've set when it comes to measuring employee engagement.



**“Avature is an integrated solution. You don’t have to plug in a lot of different systems. Everything is on the same database. For me, it’s very powerful because all the future development that we are going to do with Avature will be integrated into one unique solution.”**

— **Guillaume Pitoiset**  
Human Resources Director  
**L’Oréal**

## Avature Advantage

At Avature, we firmly believe that a modern talent management technology should move beyond traditional HR's silos and communication barriers and merge the core pillars of enterprise talent management. Our one-platform approach provides organizations with a multi-solution ecosystem focused on talent, driven by data and capable of bridging the gaps between performance management, employee upskilling, career-pathing, and workforce engagement.

With Avature, your HR stakeholders can easily consolidate all employee-related information as they deliver a best-in-class employee experience and manage company-wide talent initiatives from a single location.

## 06. Let's Huddle Up

Transforming the Great Resignation into the Great Retention may seem quite a challenge for any organization to tackle. Fortunately, this guide has outlined actionable steps that you can take to leverage agile technology and implement a holistic approach towards employee engagement and make this task more manageable.

Once the causes for employee turnover have been set clear, it is time for your organization to act accordingly and leverage agile technology and helpful data to improve the employee experience. Provide your workforce with sufficient reasons and opportunities to stay, develop and grow.

The talent lifecycle is an end-to-end journey made up of numerous touchpoints that will determine their overall experience as an employee in your organization. Whether through effective onboarding, employee engagement, internal mobility or all of the above, the right technology and partner will be your greatest ally when it comes to identifying and executing the most impactful strategy to address the factors driving employee turnover.

## Sources

<sup>1</sup> Bureau of Labor, 2022

<sup>2</sup> The Big Issue, 2021

<sup>3</sup> YPulse, 2021

<sup>4</sup> MIT, 2022, <https://sloanreview.mit.edu/article/toxic-culture-is-driving-the-great-resignation/>

<sup>5</sup> Scribe, 2021

<sup>6</sup> Business Process Incubator, 2021

<sup>7</sup> The Talent Board, 2021

<sup>8</sup> Gallup Research, 2021

<sup>9</sup> Limeade, The Science of Care, 2019

<sup>10</sup> McKinsey Global Institute, 2022

<sup>11</sup> LinkedIn, Workforce Learning Report, 2020

<sup>12</sup> Business Insider, 2019

<sup>13</sup> Lighthouse Research and Advisory, 2022



# Ready to transform your talent management strategies?

[Request a Demo](#)

Copyright © 2022