

## Part 2

The company is in growth mode. The retention of expert sales staff and funds saved from revising the recruiting strategy, along with a booming market, have helped to contribute to the best year yet for the organization. You are making your regular rounds to check in with the executive team, and here's what you uncover.

Sally is very happy with the retention, but she's a bit frustrated with how long it's taking to hire new sales staff with the growth. She wants to know if you can give them special priority or something to help make faster hires.

"I am thrilled with how well my team is sticking around now. Retention rates are up and turnover is at its lowest level since I've been here. I really appreciate all your help. However, one issue I am having is with this recruiting stuff. It is taking too long to get new sales people in the door and onboarded. We have been unable to meet demand because and I have not been able to hire salespeople fast enough to keep up with the leads coming from marketing. It's burning out my other staff. Please help!"

Octavius is thrilled that the company is now performing all of the recruiting functions internally, but he is having some issues with retaining employees for a key position. He wants your help in developing a plan to extend tenure of staff in that role.

"Hey! I'm not sure about the other leaders, but I'm really happy with recruiting. We are saving money now and our internal staff is very responsive to our needs. What I could use your help with is our retention. Overall we're pretty good, but my quality control engineers seem to be turning over a lot lately. Turns out we have a few near retirement age, and that engagement survey you did showed that others are feeling some sense of 'stagnation' and a lack of 'development opportunities,' whatever that means. Can you help?"

You're pretty swamped with ongoing priorities and can only focus on one of these projects initially. Which would you choose?

### **Group 1: Recruiting Discussion Questions**

1. How will you respond to Sally about her request to prioritize her positions?
2. What questions will you ask Sally to help ensure the hiring process moves as quickly as possible while still ensuring a good fit candidate?
3. Do you have any other suggestions/alternatives for Sally that might help to alleviate the strain on current staff while you're finding the next sales superstar?

### **Group 2: Retention Discussion Questions**

1. What is your first step in trying to understand the retention/turnover issue for the quality control engineer position?
2. What questions could you ask Octavius to better understand the existing situation with regard to tenure, professional development opportunities, career paths, etc.?
3. How would your retention advice to Octavius change if you were trying to focus on your more senior workers nearing retirement? What about the younger ones looking for growth--would your approach be different?