illumyx™

BUILDING A CULTURE OF RETENTION

Situation

A regional medical group had experienced significant growth and change. Despite positive growth, employee turnover rates were increasing and exit interviews reported that the culture was eroding. Illumyx was brought in to identify issues to be addressed.

Task

Measure the culture of the organization across multiple locations with the illumyx Behavioral Inventory™. Diagnose root cause cultural issues that were driving the increase in turnover. Report results from the culture audit and prioritize key actions for the client to take to improve employee retention.

Action

Deployed the illumyx Behavioral Inventory™ across the organization. Analyzed results and led a cross-functional group of managers, supervisors and team leads through the illumyx strategy and action planning process to drive improvements. Behavioral Inventory™ highlighted actions to take in Accountability, Collaboration and Integrated Vision.

Results

Mangers, supervisors and team leads were trained to both interpret results and to systematically implement action planning using an agile methodology. This enabled each location, including location specific work groups, to develop action plans unique to each work group. The following were key results after the illumyx culture building initiative:

- o The organization realized a 45% increase in employee commitment levels.
- o A 7 point reduction in employee turnover from 2016 (27.6%) to 2017 (20.7%).
- o Within turnover there was:
    - o 33% reduction in employees leaving to work for other employers
    - o 50% reduction in employees leaving due to workplace issues
- o The culture audit indicated that there were "bad apples" creating an unhealthy environment in some areas of the organization. Increased focus on driving greater accountability saw a 60% *increase* in involuntary terminations.
- o Savings from the reduction in turnover resulted in 296% ROI in 12 months.

Takeaways

Insights generated from Illumyx technology has helped the client to improve retention and overall cultural health by:

- o facilitating a shared understanding of cultural needs
- o encouraging a collective effort across all departments
- o empowering supervisors and team leads to create action plans for their unique workgroups, leading to greater consistency and accountability on action steps
- o identifying the small changes that would make the biggest impact on employee experience

Based on improvements already achieved, the client has chosen to continue investing in illumyx through ongoing cultural audits. These audits will allow the client to measure improvements over time, continue learning which behaviors have the greatest impact on retention, and detect "early warning signals" of potential problems before they become serious issues.