



Top Tier
RECRUITMENT



Retaining Key Talent

How To Retain Talent In The Irish Financial Services & Fintech Industries



Contents

• Introduction	3
• Pedro Angulo The leadership challenge	4
• Fania Stoney The three key themes of employee retention	7
• Ronan Mac Giolla Phadraig Nine ways to ensure more engaged employees and increase retention	10
• Abigail Ireland Understanding peak performance and purpose	13
• Moira Dunne Connecting productivity and corporate wellness	15
• Ailbhe Harrington Creating a coaching culture	17
• Emma O' Neill Developing a successful corporate training program	19
• David Kindlon Creating the right employee benefits package	22
• Adam Coleman How to make Working From Home work for your business	25
• Niamh O'Connor Creating a strong employer brand	27
• Adam Hankin How to reduce employee financial stress	29
• Vessy Tasheva Low score on Inclusion in your employee engagement survey?	31
• Laura Belyea Top three ways to reduce employee turnover	34
• Conclusion	36



Introduction

The 'War for Talent' is very much on and we see it every day.

Retaining a talented and fully engaged workforce is key to Ireland's position in the global economy. Locally, talent is more fluid across industries than ever before. Within FinTech and Financial Services, you are no longer just looking at your direct competitors, you are competing with Tech giants, Big Pharma, etc.

It may seem strange that a recruitment consultancy would want to encourage retention, but we actively encourage companies to do whatever they can to create a workplace where people want to stay - it is a 'win-win'. When clients work hard to look after their staff, to engage them, and to make them feel valued, it makes our role (finding and attracting the best available talent for you) much smoother.

The issue of talent retention often rears its head in times of full employment. As job vacancies decrease and pressure from a skills shortage grows, companies look for ways to retain key staff and reduce staff turnover.

With Brexit, in particular, we have an opportunity as a country to attract both jobs and talent in FinTech and Financial Services and we have been involved with some great companies setting up operations here. We need to make sure that as an industry, we retain this talent and can compete with sometimes more glamorous brands.

We need to embrace this opportunity. I believe we have all the elements to attract both talent and jobs so let's make sure it is sustainable by retaining both.



Laura Smyth



Paul Smyth

About this report

We wanted to help our clients in the Irish financial services & Fintech industry to retain and engage their workforce, so we've called upon industry experts to share their advice and insights.

We would like to wholeheartedly thank each of our contributors and call on others to get in touch for our next edition. We aim to keep this as a living, breathing document that will grow over time and help strengthen Ireland's position as a leader in the financial services industry.

Laura Smyth

Managing Director
Top Tier Recruitment

laura@ttrmail.com
+353 - 1 - 564 9602

Paul Smyth

Managing Director
Top Tier Recruitment

paul@ttrmail.com
+353 - 1 - 564 9602



Pedro Angulo

Head of Leadership Development-
AIB | Programme Director - IMI

Short-termism, the shortage of time, and the expectations of rapid change all combine to produce high levels of stress which can work against proper organisational change and resilience

AIB

AIB is one of Ireland's major retail banks serving over 1.8m million personal, business and corporate customers. AIB offer a range of banking products and services such as mortgages, savings and business banking.

Founded by business leaders for business leaders, the Irish Management Institute has been empowering world-class executives for over sixty years.

There's a recurring theme I notice when working with different leadership teams that seek to retain and develop great talent – they're all so short on time.

Every day, every hour, whether we're in the office or at home, we are bombarded with email, Facebook messages, Instagram updates, Tweets, WhatsApps, LinkedIn messages, and more.

We are always busy but to what end?

In many ways, we've become a busy society, not a purposeful society. This is a problem. People are so time-poor that there is little space for reflection.

Reflection is crucial for people who want to develop themselves and their organisations.

Jeff Weiner, CEO at LinkedIn, supposedly blocks between 90 minutes and two hours every day for reflection and describes reflection as "the single most important productivity tool" he uses.

Reflection, however, requires time and space to think (slowly and deliberately) but in today's fast-moving society, there tends to be very little patience for this approach.

We want to get things done faster and quicker all the time. Fast action gives us the feeling that good progress is being

made.

The challenge is that this "short-term" approach doesn't always deliver the required results or the required results the right way.

As leader, you have so many stakeholders to manage and you're supposed to get them all on board quickly as you enact rapid change.

You are likely expected to be successful in your change efforts straight away.

Short-termism, the shortage of time, and the expectations of rapid change all combine to produce high levels of stress which can work against proper organisational change and resilience.

It can also cultivate bad leaders and leadership practices.

Bad leaders can potentially be worse than tobacco. They nit-pick and micromanage, destroy team trust, create stress in teams, and they don't provide proper guidance or support to team members – this can destroy any company's well-intentioned employee retention efforts.

After all, what kind of talented high-performing employee wants to stick around in that kind of negative environment?

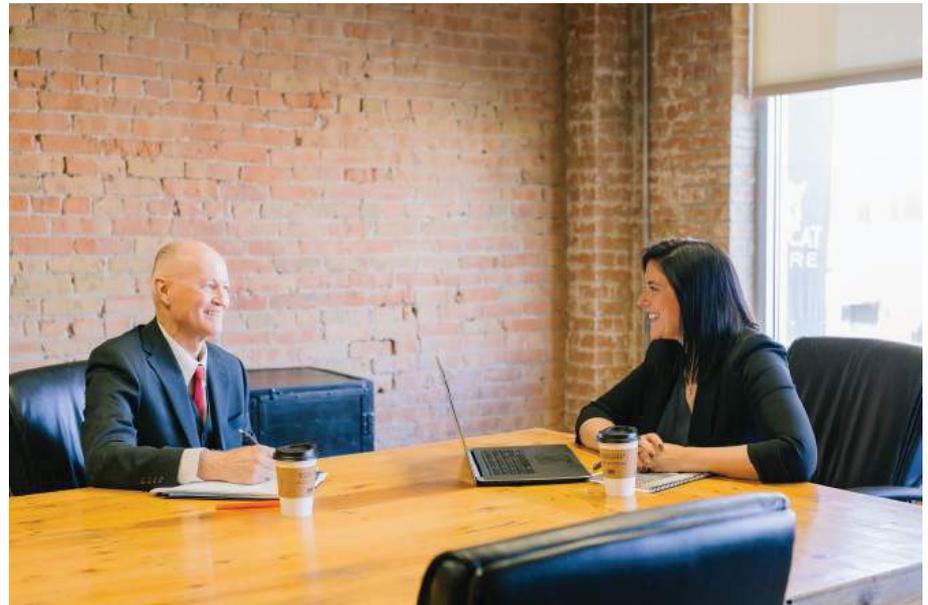
Thankfully, it's not all doom and gloom!

It can be helpful to start with the end in mind. Let's begin by envisaging what good leaders look like and how they can encourage good people to stay.

When you work for an excellent leader, you feel valued and energised - it's a magical thing.

Good leaders make you feel safe. They make you believe that your contributions matter. Good leaders entuse you to put in that extra effort, not because you have to, but because you want to.

Much of this safety and confidence comes from leaders providing space, time, support-for self-reflection, development, and change.



Good leaders know when to take a high-level view and when to dive into the detail. They understand that the more frequent your deep dives, the less of the big picture you can see. They have the right people in the levels below so that the team and the wider organisation is able to resolve challenges in an effective way without the leader as a bottleneck.

Good leaders naturally work to remove bottlenecks. Many of our workplace structures, norms and practices were created in the 1970s but times have changed.

We are now hearing a lot more about 'agile work' which is crucial for leaders guiding tens, hundreds, or even thousands of people – leaders need to understand business activities but they don't have time to get

stuck on the minutiae.

Avoiding the minutiae is all about making a successful transition from the technical 'doing' work to the 'leading' work; from short-term to long-term thinking; from transactional to transformational leadership.

'Doing' is doing the technical work - selling something, checking proposals, going to conferences, and other such activities. In contrast, 'leadership' features listening to people, understanding people, walking the floor, and other actions that facilitate learning and culture. Also, the more senior the role, the more 'enterprise thinking' is required. Enterprise thinking is more strategic, more enterprise-focused than team leadership.

Good leaders add some other elements to the mix. They lead with more than tasks and jobs – they lead with purpose, clarity, and conviction. They also understand that this purpose, clarity, and conviction are better communicated in a humble and authentic way which includes being open to admitting mistakes. A humble, self-confident approach builds trust and belief which bring people along through personal power, not by relying on the power of the position which only brings compliance. Personal power brings empowerment and commitment.

A good way to embed this leadership style is to include employees in decision-making and empower them to take action. Experiment all the time in an agile fashion with lots of small tests, experiments, pilots, and proofs of concept, followed by rapid scale-up into national or global products and markets.

Microsoft is a great example of a company that has purposefully and successfully transitioned to a mindful, more humanistic leadership style and culture.

Microsoft CEO Satya Nadella took the reins about five years ago, and in that time he's credited with making the

company cool again. Since his watch began in February 2014, Microsoft Corp's market value has gone up by more than 203% vaulting on April 25 above the \$1 trillion mark pulling ahead of Apple Inc and making it the most valuable U.S. publicly traded company.

According to Nadella a large part of the organisation's success is based on encouraging a growth mindset.

Leaders with growth mindsets embraces feedback and challenges as opportunities to grow, find lessons and inspiration in the success of others, look at the bigger picture, challenge the status quo, see effort as the path to mastery, and are continuously curious and learning.

Employee retention begins with leadership.

If you are a leader, ask yourself how much time do you spend doing, not leading? Do you have the right balance?

How well are you modelling the behaviours that set the tone for your organisation?

Much more than any Mission Statement, employees observe leaders' behaviours to evaluate what is important and what is just faceless 'corporate policy'.

Remember though, people can smell the 'fragrance' of corporate slogans from a mile away.

Authenticity is everything. It is very demotivating to employees (and harmful to employee retention efforts) when leaders say one thing but do another. In contrast, as we noted earlier, when you work for an excellent leader, you feel valued and energised - it's a magical thing.

Leaders' behaviour creates and changes workplace culture . . . for better or worse.





Fania Stoney

Consultant

Three distinct themes have emerged from our research: (1) organisations need to find the sweet spot for employees between challenge and support; (2) people leave managers not organisations, and are more likely to stay with managers who actively partake in their professional and personal growth; (3) and those organisations with the clearest Employee Value Propositions (EVPs) are getting the best return on their investment in this space.

Great Place to Work Institute

The Great Place to Work Institute is nearing its 20th year in operation in Ireland, a time spent building relationships fuelled by trust and recognising great workplaces. The Institute is part of a global network of over 60 countries, which conducts one of the largest annual studies of workplace environments globally. With access to this global network of knowledge, their finger is on the pulse of global organisational best practice, particularly in how workplaces are attracting and retaining key talent.

Over the last few years it has been intriguing to see how Irish organisations are adapting and responding to a changing economic climate and the unfurling narrative around the future of work.

In an increasingly uncertain work environment, the best organisations are passionate about creating the core elements of their company's culture; articulating, supporting and maintaining it.

This also allows a balance

between global consistency and local creativity, which is increasingly at play due to the international nature of a number of Irish organisations.

There are a range of ways in which best workplaces differentiate themselves.

They have a clear vision, mission and value set that both inspire and are lived by employees on a daily basis; and have a strategic approach to both top-down and bottom-up communication.

There are processes that recognise individual, team and organisation wide achievement; with mechanisms that celebrate success at these three levels.

Increasingly, organisations are identifying that a central tenet of retaining key talent are their practices that underpin employee development.

As part of the Great Place to Work process, employees report on their perception of how the organisation supports

their Career and Development, while the organisation details the practices that they have in place.

The best workplaces are building continuous learning environments, where employees, teams and the organisation as a whole adapt quickly to change, and where the plasticity necessary to keep up with the modern pace of change is fostered and flourishes.

Three distinct themes have emerged from this data:

(1) organisations need to find the sweet spot for employees between challenge and support.

(2) people leave managers not organisations, and are more likely to stay with managers who actively partake in their professional and personal growth.

(3) and those organisations with the clearest Employee Value Propositions (EVPs) are getting the best return on their investment in this space.

We know that employees, leaders and organisations alike grow from both the right amount of challenge and support. We are at a juncture where workplaces are increasingly valuing adaptability,



curiosity, and the application of interdisciplinary knowledge and expertise. In the best workplaces, where we see these elements being unleashed, employees are empowered to seek out developmental opportunities that challenge both them and their teams, and are given a safe space to experiment with their learning, and if necessary, fail too.

All of this happens with a framework of support in place, and where learnings are shared across the organisation.

We are hearing more often that people are joining organisations, but leaving their managers. Employee loyalty to an organisation is being replaced with interpersonal loyalty to a team, leader or project.

We see managers transition to leaders who people want to remain in a workplace for when they support employees in the discovery and development of their talents, actively help them manage their careers, and add to the enhancement of their personal growth. When an employee trusts the people they work for everyone benefits; the work flow is easier, work is more gratifying and turnover lessened.

Finally, building a clear and visible EVP is becoming a central tenant of the most successful employer branding strategies.

There is little to no point in having a suite of excellent practices in place if people don't know they exist, or how to use them.

Clear and consistent messaging is a recurring recommendation from us, and a continuous challenge for organisations, regardless of size or industry.

Understanding the investment an organisation is already making, how people want to be communicated with, and putting measurements in place to gauge the effectiveness of various strategies are key cornerstones of any sustainable EVP.

Creating a great employee experience and retaining key talent is not easy work, and being a great workplace doesn't happen by accident – it requires conscious decision-making and investment.

If you'd like to find out more how the Great Place to Work Institute can support you and your workplace, please feel free to drop me an email at fania.stoney@greatplacetowork.com to get the conversation started.

**Great
Place
To
Work®**





Ronan MacGiolla Phadraig

Managing Director

The key to unleashing the potential of your employees in your business is not necessarily financially intensive. It generally requires some important interventions and behaviours. Employees also have an equal responsibility in playing their part in this journey. Creating this accountability within your workforce is key - a fact which is often overlooked.

SolveRidge

SolveRidge provides Human Resource Management Services from Dublin for business that do not have internal HR functions or expertise.

Are people really the number one asset in companies?

How many companies have triumphantly declared that their employees are their most valuable asset? The now famous Dilbert cartoon strip once tackled this topic and announced that employees were now the ninth most valuable asset and losing out to a closely fought eighth place with carbon paper. While this represents an exaggerated view it clearly demonstrates an astute observation by the author, Scott Adams.

There are some common-sense approaches to making this a reality (employees at No.1 and

not in ninth place!) and helping organisations (big and small) to deliver better bottom-line performance through their employees.

Many organisations rightly believe that their employees are valuable - they do important work, they sell and make things, provide services, and ultimately are key in ensuring a healthy revenue stream for their company.

Some organisations make this statement but the reality goes a long way towards contradicting that belief.

However, best-in-class organisations recognise that their people can be the differentiator

between themselves and their competitors.

They recognise that the culture of their company and how things get done is a critical element to achieve that level of differentiation.

It is well documented, that in this age of rapidly developing technological advancement, replicating products and service offerings has never been easier.

Often pricing ranges are very similar from one organisation to the other and the evolution of the web has brought significant transparency to pricing globally, ultimately placing pressure on pricing.

So, what can organisations do to leverage their people to make a difference?

You will be glad to hear that the key to unleashing the potential of your employees in your business is not necessarily financially intensive. It generally requires some important interventions and behaviours. Employees also have an equal responsibility in playing their part in this journey. Creating this accountability within your workforce is key - a fact which is often overlooked.

Employees essentially want a number of things to exist for them to stay motivated:

- Know what is happening to the business, how it is performing and what the main challenges and threats are.
- Be clear on what it is they are being measured on and paid for.
- Be clear on how they are doing against those objectives (whether positive or negative).
- See their working environment as fair and transparent.
- Understand the challenges the business has and contribute to resolving them.
- Be fairly rewarded for their effort and performance.
- Feel that they can manage their career.

Creating Success

Here are some of the things an organisation can do to ensure more engaged employees and increase the levels of employee retention.

01 Create a regular and structured communication event.

These events can be held 5 or 6 times during the year and can be used to inform employees about the overall business performance, the headwinds and opportunities facing the business and any large organisation wide projects being launched. It can also be used as a forum for employees to provide their own feedback to the management team. It is critical that employee feedback items are followed up by the management team. This creates trust within the organisation and employees are confident that they can share the issues that they are facing.

02 Carry out occasional employee surveys whereby employees can provide feedback confidentially.

Feedback from surveys can indicate issues in areas such as the working environment; tools to do the job well; recognition for good performance; clarity around role; communication;

relationship with a manager or the general understanding of where they fit within the organisation.

When carrying out surveys it is critical to communicate the data and also to follow up on any key areas where there appears to be a low satisfaction. Interventions implemented by the business to deal with survey outcomes should be clearly linked to the fact that employee feedback creates change.

03 Implement an effective performance management process.

This ensures clarity around objectives for employees and highlights not only what and when a task needs to be completed by but also how it is to be done. The 'how' should be clearly linked to the values of the organisation.

04 Be responsive regarding issues surrounding the working environment or equipment, whether it's an issue with air conditioning, a printer, a phone, a laptop, a fridge etc. Ensure that there are good processes in place to deal with these types of issues as persisting hygiene factors can lead to significant employee frustration.

05 Invest in leadership development.

Ensure that all employees in a people management role understand clearly what it is they should be spending their time on – e.g. their team members!

06 Provide employees with development opportunities and build clear career paths for them.

All employees should have the opportunity to develop their skills or behaviours, however, ensure that these are relevant to the organisation. Make sure that there are processes to support transferring newly developed skills or behaviours into the workplace. Managers should talk to employees about developing their career and openly discuss the various paths within the organisation. Adopt a policy of promoting from within wherever possible.

07 Recognise strong performance.

Strong performance should be rewarded either contingently or financially. If the reward is a financial one make sure that the measurement system is transparent, is achievable and fair.

08 Develop a robust talent acquisition strategy.

Recruitment often becomes perceived as a necessary evil in some organisations – a time consuming activity that gets in the way of everything else. Organisations will benefit from developing a good process for bringing new talent into the organisation. Some of the considerations should be around what exactly are we asking a new employee to do; what skill profile we need; what experience we need; what competencies we need; Good interviewing techniques should be developed and consideration given to supporting activities such as psychometric testing or assessment centres.

09 Define your culture.

If a concerted effort is not made by an organisation to create and develop a particular type of culture, often a culture emerges which does not support the values of the organisation. It is often said that culture eats strategy for breakfast and can be described as “the way we do things around here”. Developing a set of behaviours within the organisation to support the values is key.



So is giving employees at all levels the permission to challenge anyone when they are seen not to be upholding those values.





Abigail Ireland

Peak Performance Strategist



It's the simple things that count. Dedicate time and effort getting to know what makes your people tick. This is crucial if you want to hold onto the best talent and empower that talent to perform at a high level.

AbigailIreland.com

Abigail Ireland helps ambitious executives and teams to achieve peak performance and enhanced productivity. She delivers workshops, coaching and advisory services that integrate Mind, Body and Business strategies in the pursuit of excellence.

If financial services organisations want to retain top talent, it's crucial to pay attention to what employees truly want from work.

Things changed dramatically over the years that I worked in banking, and the 2008 financial crisis had a huge part to play in the way people now approach work.

Gone are the days that a big bonus, job stability and good salaries were enough. Restructurings, redundancies and uncertainty have become the norm in the financial services industry, so much so that fatigue has set in and old-fashioned company loyalty no longer exists (nor is it relevant when cost-cutting is a priority).

Settling for less has been replaced by a thirst for more, especially amongst the younger generation as they move into the workforce or progress through their careers. People want and expect personal satisfaction from their work, whilst the transactional dimension of work has dropped down the ranks.

Employees want recognition, development and, most importantly, to feel that they are doing meaningful work that has an impact.

The desire to find purpose in work is stronger than ever, as the rise of social media has opened people's eyes to the possibilities of what they could do with their lives.

Deloitte's [Talent 2020 Report](#) went as far as to say "engage employees with meaningful work or watch them walk out the door".

The dictionary definition of "purpose" is, "The reason for which something is done or created or for which something exists". And yet, we find that so many employees struggle to articulate their business unit or organisational objectives.

Many find the KPI / scorecard setting process a nightmare as they simply cannot connect how what they do has an impact. Worryingly, many leaders are also challenged and struggle to agree as a collective on their team's purpose.



As a result, it's not surprising that people feel demotivated, disengaged and disloyal. They may feel like they are not part of the journey and they definitely won't buy into the leadership or business strategy. Eventually, all of this dissatisfaction can result in the best and brightest employees giving up and moving on. Let's explore three (theoretically) simple ways to retain talent by weaving purpose into work.

Firstly, nail the why. You're probably familiar with Simon Sinek's TED Talk or "Start with Why" book. By getting crystal clear on why your business or team exists, you can inspire others to come on the journey, engage them and lead them more effectively. They won't only work for the paycheck – they will work because they are excited about

what they do and the impact it has on achieving the company objectives.

Secondly, learn what makes your people tick. This takes time and effort but is well worth it in the long term. You'll make people feel valued and know exactly how to motivate your team. Edgar Schein's "career anchors" can help to start conversations and give you an insight into the many drivers of satisfaction other than the obvious financial incentives. From there, reframe tasks to align to these deeper purposes.

The 2013 Philips Work Life survey over in the US found that 96% of working people felt that "being able to apply personal interests in their career would make them happier in general", with 68%

willing to take a pay cut to enable this. For example, some people are driven by recognition whilst others thrive by helping others. To satisfy these drivers, take time to give praise when due or provide opportunities for people to be helpful in the course of their work (for example, by mentoring new starts or organising team development days). Likewise, if an employee aspires to buy a property, work has a purpose as it provides the means to achieve this goal.

Finally, give people the opportunity to use their skills.

Value your people and demonstrate this by giving employees meaningful work instead of soul-destroying tasks that lead nowhere. Everyone likes to feel useful and appreciated, so be explicit about how each person's unique skills and talents contribute to enhancing the team, business or even other colleagues.

abigail ireland



Moira Dunne

Managing Director



Being productive gives employees a sense of achievement and accomplishment. There is a satisfaction that comes with making a plan and sticking to it.

BeProductive.ie

BeProductive.ie is a Dublin-based productivity consultancy which is committed to helping organisations be more productive.

The Link Between Productivity and Corporate Wellness

Reducing stress and promoting a positive mindset helps employees feel their best. It also helps people perform at the top of their capabilities. There is plenty of research to show that “happy” employees are more productive. However, there is also a reverse link between productivity and corporate wellness.

In general organisations that promote a wellness culture benefit from increased output and better business outcomes.

Most employees want to be productive. If people can't get their work done they feel stressed and this causes them to worry. In today's workplace where priorities and deadlines

are constantly shifting, people often don't feel in control. Despite working hard and long hours employees can feel they are not on top of their workload.

In contrast being productive gives employees a sense of achievement and accomplishment. There is a satisfaction that comes with making a plan and sticking to it. And that satisfaction allows employees switch off after work which in turn allows them to relax and refresh.

On the other hand a lack of productivity can have a negative effect on the employee's stress levels and mental wellbeing.

Causes of Stress in the Work place

In fact, if we look at some of the causes of workplace stress cited by employees, we see factors that also cause a lack of productivity:

- Changing demands and priorities
- Inefficient systems and processes
- Lack of clarity around role and expectations
- Poor communication with managers
- Poor Time Management
- Long hours, poor work-life balance

A Productive Culture Benefits Everyone

By removing these barriers to productivity an organisation can also reduce employee stress levels. Employee engagement and output can

increase too.

A culture of productivity and good time management encourages everyone to perform at their best level.

To foster this culture an organisation needs to provide the best tools, the best processes, the best managers and the best training.

Here are some questions to help identify your barriers:

Are people clear about what is expected of them?

What are the bottlenecks or inefficiencies?

Are people collaborating when deadlines change?

Have the employees got the right skills to be productive and manage their time?

Are the managers enabling productivity?

How To Improve Productivity and Wellness

Encourage your managers and their teams to change together. Ask them to identify their specific local barriers to productivity and time management.

By encouraging engagement employees will be more committed to making and sustaining any improvements.



This can strengthen relationships as people work together towards a common purpose.

Managers and their teams need to be empowered and supported to make the changes. The organisation also needs to be committed to making the changes identified.

Quick Tips To Improve Productivity

Some of the changes identified may take time to achieve. But there are many practical changes an organisation can make quickly for very little cost.

Here are some ideas to consider:

- Provide clarity around everyday roles and responsibilities
- Develop a productive approach to meetings to reduce time and improve follow up
- Use smart Email practices to reduce Email processing time
- Make sure everyone understands individual and team priorities
- Identify and eliminate distractions within the office.

Productivity Within Your Organisation

An environment where people are productive and manage their time reduces employee stress. It helps employee well-being to the benefit of both the employees and the organisation.



Ailbhe Harrington

Managing Director

For businesses to stay competitive and successful in a world that is complex, uncertain, and fast-paced, creating a coaching culture is a must-have, not a nice to have.

Ailbhe Harrington & Associates Ltd.

Ailbhe is an executive coach, trainer, coach supervisor and facilitator and runs her own business. She currently designs and delivers leadership programmes that incorporate 1:1 coaching and Coaching Skills for Managers. She also works as an associate trainer with Coaching Development, training individuals to become professional coaches on an International Coach Federation accredited programme. Her coaching work with individuals and teams involves raising awareness, promoting change and improving performance in the workplace.

One of the greatest challenges facing organisations today is employee retention and engagement.

How could creating a coaching culture within organisations help retain employees and increase engagement?

From my many years' experience of delivering leadership programmes and executive coaching I have witnessed how important it is for employees to have conversations with their managers that build trust, psychological safety and the opportunity to co-create learning, growth, increased performance, progress and job satisfaction.

Many businesses in Irish financial services, FinTech and other sectors have already recognised the value of offering coaching programmes to enhance the skills of their managers, and hence the retention and satisfaction of employees. I believe it is only a matter of time that others will follow in their footsteps.

Historically, the leadership paradigm was about having more information and power over employees to control, tell and direct them what to do. However, the leadership paradigm of 2019 requires a very different set of behaviours and skills to be demonstrated by a leader.

Employees and especially millennials expect their managers to be mentors and coaches; engaging in conversations where they are asked for their ideas, supported to think for themselves and enabled to grow and progress.

Companies that want to retain their best talent and maintain productivity need to remember that people do not leave companies but leave managers.

In fact, according to the Gallup organisation, the number one reason employees leave their companies today is related directly to their leader or manager.

In 2008 Google began researching what makes a good manager, code name Project Oxygen. They continued this research as the company grew, and eventually identified 10 behaviours of their best managers. Some of the standout behaviours that were identified included a manager being a good coach, empowering their team and not micromanaging.

In addition, a manager needs to be a good communicator, to listen, to share information, to support career development and discuss performance. These behaviours are directly connected to using coaching skills and a coaching approach.

I believe that organisations, over many years, I believe that organisations are acknowledging more and more the need to shift from the old paradigm of leadership to living this new paradigm, which essentially requires using a coaching approach and coaching skills.

Linked to this, managers and top talent need to be offered the opportunity to engage in a coaching program with an internal or external coach, where they can increase their awareness of how they land and impact others, especially those that they manage.

For businesses to stay competitive and successful in a world that is complex, uncertain, and fast paced, creating a coaching culture is a must have, not a nice to have.

In 2014 the International Coach Federation, the largest global coaching body worked in partnership with the Human Capital Institute to complete signature research investigating the components of a successful coaching culture as reported by more than 500 professionals.

What was identified is that a robust coaching culture was linked to

- Higher Employee engagement – 65% vs 52%
- Greater financial performance-60% report being above their industry peer group in 2013 compared to 41% of all others
- Improves communication and teamwork skills
- Leadership development strategy

The research also highlighted that in building a coaching culture, different modalities needed to be part of a coaching strategy; External Coaches for senior, middle management & high potentials. Internal Coaches for high potentials and staff at different levels and

Manager/leader using a coaching style/skills in managing the development and performance of their team.

From the research they learned that the most common modality, at 82% that was being applied was Manager/Leader using a coaching style.

Over the last number of years I have witnessed a massive increase in senior leaders, human resources and learning development professionals engaging in training to become professional coaches; also an increase in training focused on developing coaching skills in managers, and a clearer understanding and commitment to offering 1:1 executive coaching programmes.

I would encourage all organisations to begin reflecting on the place of coaching in their people development strategy, and engage in conversations with other leaders and organisations that are already using coaching to support the retention, development and engagement of employees.





Emma O' Neill

Senior Content Marketer

Organisations are opening their eyes to the incredible opportunities training programs have for them. And with the emergence of great technologies, like an LMS, and rising interest in the measurable impact of training, the advantages are now more attainable than ever before.

LearnUpon

LearnUpon's learning management system helps businesses train their employees, partners, and customers. By combining industry-leading capabilities, unmatched ease of use, and unrivalled customer support, organisations can manage, track, and achieve their diverse learning goals—all through a single, powerful solution.

Corporate training is in a new era. Gone are the days of ad hoc learning that was only done when it's absolutely necessary. That's a practice that just doesn't cut it anymore.

Organisations are opening their eyes to the incredible opportunities training programs have for them. And with the emergence of great technologies and rising interest in the measurable impact of training, the advantages are now more attainable than ever before.

To understand the real benefits and implications, let's discuss corporate training for your business.

We'll illustrate:

- What it is
- What modern corporate training looks like
- Our tips for success

What is Corporate Training?

Corporate training is the strategy of providing learners, internal and external to your organization, with the skills and knowledge they need to be successful. By furthering their success, you are, in turn, facilitating the success of your business. Notably, this type of training is no longer just about training your employees (although that's still important), it allows you to

reach external audiences - your customers and partners.

Modern Training

With corporate training evolving, the idea of a corporate university is becoming more ubiquitous.

This university trains one or more of your audiences with whatever training your business wants to provide, and it's all done harmoniously. You can also offer certified courses. Through your university, your learners are automatically awarded certificates after completing a course. It creates a "badge of honour" they'll be proud of.

Here's an example of a Corporate University, the typical training that's offered, and the benefits experienced:

1. Employee Training: What usually springs to mind when talking about corporate training, employee training is becoming increasingly common. Employee onboarding, product or service training, role training, upskill training, compliance and more, it's a crucial part of a business's progress and growth. It's been shown to increase efficiency, improve retention deliver happier customers and much more.

2. Customer Training: Newer on the scene, training customers in a more formal, strategized way is becoming increasingly ubiquitous for businesses. Used to support customer onboarding by training them on how to use a product or service, its benefits are great. The results vary from reducing customer support queries to improving retention to increasing upselling.

3. Partner Training: Done concurrently with your partners and customers or just to partners alone, this type of training is used to prop your partners up for success. Again, it features onboarding, product or service training, and it's used to build a partner enablement strategy.



How to Develop A Successful Corporate Training Program

Building a corporate training program is a smart move. Starting a formal training strategy for your business can be intimidating, especially if you've got a lot of people and audiences you want to train. Here's some advice on how you can implement one:

Start Somewhere

Our biggest tip: start somewhere. If you have multiple types of training you want to deliver, we suggest diving in and starting where you think it will benefit your business most.

Perhaps you start by setting up employee training.

First, you set up your compliance training, then a 6-week onboarding strategy for new hires, then product training...and so on. It's gradual, achievable, and builds training momentum.

From here, you can decide the next training and development steps for your organization in a manageable way.

Most, if not all, organizations have some form of training happening. But creating a corporate training program formalizes the process. It makes it measurable. Therefore, it's important to consider how your business is going to take sporadic training sessions and convert them into a more defined training strategy.



How To Deliver The Training

You have lots of options here. And it's up to your business to decide what's best. Here are some ideas:

- Face-to-face/classroom-based training: A more traditional approach, it works well for smaller business looking to train employees in one location. However, it's not suitable for customer and partner training or easy to manage for businesses with employees in multiple locations.
- Learning management system: Purpose-built to deliver training, an LMS is a scalable and efficient way to deliver training to your employees, partners, and customers.
- Blended learning: A combo of the above two, it's using traditional training and technology to deliver a more holistic training experience. For example, webinars are a great choice here as you can deliver a more intimate training style at scale to any audience you wish.

Set Goals

Implementing training is important, but it's only valuable when you have training goals to measure its success. With each type of training your business starts to deliver, you need to decide and set achievable goals.

For a business implementing employee training, it could be to improve employee retention by 25%. For customer training, it could be to increase product adoption by 15%. Whatever it may be, make sure it's a target that you can measure to identify the tangible impact corporate training has on your business.

An eLearning Strategy For Your Business

Great corporate training is all about implementing a strategy that works for you and your learners - whoever they may be!

Done right, with the best tools and with training aligned to specific goals, it's sure to deliver value for your business.





David Kindlon

CEO & Co- Founder

Taking care of your employees' should be a priority and rewarding your staff with a desirable employee benefits package can help all aspects of your business. By creating a healthy environment and a culture that values employees, your business can be set apart from your competition.

Eppione

Eppione helps employers and employees substantially leverage technology in the day to day management of HR, Employee Benefits and Business Insurance.

With the strong jobs market that we are experiencing, many employers are looking to provide benefits to attract and retain employees.

Benefits are important drivers of loyalty and most employees will expect to receive certain types of benefits as part of their package. The main types of employee benefits provided by companies are retirement benefits and health cover.

Failure to offer these types of benefits at a minimum may result in employees leaving for better opportunities and could also prevent future employees from joining if competitors are offering a strong employee benefits program.

Typical benefit structures will usually include:

- Death Benefit of 2 x salary or 4 x salary, payable on the Death of a serving employee. Up to 4 times salary can be paid out to an employee's estate tax free on death.
- Income Protection of 75% of salary less a deduction for state benefit. This benefit would normally become payable after a period of 6 months absence through Illness or Injury, and would be payable to retirement date.
- The cost of these benefits are tax deductible from the Employers point of view and do not incur a Benefit-in-Kind for the employees

Pension

At the moment, there is no obligation on Employers to contribute to a pension fund for employees, however there is a legal obligation to provide access to a PRSA contract and to make the necessary deductions at source from an employee's salary, should the employee wish to contribute. Deducting the contributions at source means that the employee gets immediate tax relief on their contributions.

If the employer pays a pension contribution for the employee, the employer gets tax relief on the contributions, and there is no benefit-in-kind implication for the employee.

Group Life

Group Life insurance is a type of cover which is provided by companies for employees. The cover provides a lump sum on the death of a member of a scheme. Companies are increasingly offering benefits such as Group life Insurance in order to reward existing employees and to attract new talent.

The benefit is an insured Tax Free Lump Sum payment (and pension if chosen) payable to the dependents/beneficiaries of an employee if the employee dies whilst covered by the policy.

Employees are typically covered for a lump sum based on a multiple of salary. Usually 2, 3 or 4 times salary are common multiples, but this can be higher or lower or even a fixed amount. There is a growing trend for employers to offer a base level of cover and allow employees to purchase additional higher levels of cover via salary deduction.

Group Life is often seen as a vital benefit and its provision not only shows a Duty of Care to your employees but also allows them to feel secure in the knowledge that they are able to protect their family's future.

Group Health

Adding health insurance to an employee benefits program makes a positive contribution to an organisation's culture, including attracting and retaining top talent. Investing in the wellbeing of your employees leads to healthier employees which in turn leads to increased productivity and reduced absenteeism.

At Eppione, we understand that offering the 'right' health insurance plan is one of the most difficult decisions you can make, especially given the fact that there are over 350 plans to choose from on the complex health insurance market.

A dedicated health insurance expert will be allocated to manage your account and to provide a personal service to your employees.

You will have choice and flexibility on all of the following:

- Offer your employees one plan or let them choose from a list of pre-selected plans.
- Decide how long new employees must wait before joining the scheme.
- Extend cover to families of the employee.

There are a number of ways of offering health insurance to your employees:

- **Company Paid** – your organisation pays for your employee's health cover as a benefit of employment. Most providers offer preferential rates for schemes of this type.
- **Partially Company Paid** – funding can be shared between the employer and the employee. Most providers offer preferential rates for sizeable schemes of this type.
- **Advice Only** – we negotiate a health plan package that individuals can choose to join and pay themselves.

Group Dental Insurance

Dental Insurance is quickly becoming one of the most appreciate employee benefits in Ireland.

Dental treatment in Ireland is very expensive for both adults and children.

This benefit allows employees to visit the dentist stress-free as it will help manage the high costs of treatment.

Corporate plans have no waiting periods and offer up to 70% back on the cost of fillings, crowns and root canals.



Taking care of your employees' should be a priority and rewarding your staff with a desirable employee benefits package can help all aspects of your business. By creating a healthy environment and a culture that values employees, your business can be set apart from your competition.





Adam Coleman

CEO

Making hiring and managing people becomes easier when you put the development of your employees at the centre of your strategy (DDO). Adapting a positive stance on remote working is a real game changer.

HR Locker

HR platform designed to make managing, hiring and helping your people to be more productive by simplifying how you manage the performance of your people.

The talent squeeze and retention are two big areas that need to be monitored and Companies need to take a proactive approach to widen the talent pool. Encouraging remote working within your workforce for the right people and jobs will help in talent acquisition but also will help you keep the best.

Where is Everyone? The Benefits of Remote Working and Cloud Services

You have 80 people but only 49 desks - how does that work?

There is no doubt that we have moved to a new age of work practices. According to

the Bureau of Labor Statistics, the average worker currently currently holds ten different jobs before age 40 – and this number is projected to grow. In 2015 Forrester Research predicted that today's youngest worker will hold twelve to fifteen jobs in their lifetime.

Forbes magazine also stated "The average worker today stays at each of his or her jobs for 4.4 years, according to the most recent available data from the Bureau of Labor Statistics, but the expected tenure of the workforce's youngest employees is about half that. Ninety-one percent of Millennial's (born between 1977-1997) expect to stay in a job for less than three years, according to the Future

Workplace "Multiple Generations @ Work" survey of 1,189 employees and 150 managers. That means they would have 15 – 20 jobs over the course of their working lives!"

It has become clear that the work place is changing and good progressive employers need to change with it.

Many progressive employers in Ireland and the UK are making changes to their work practices to elongate the "careers" of their employees in their organisations and increasing employee retention rates which as a result saves in recruitment and training costs.

I can only talk in authority for



for our sweet spot customer base which is the tech, professional services and not-for-profit customers but, “working from home” and “working out of office” policies are on the increase and this makes a lot of sense for so many companies.

1. Progressive companies are beginning to use work from home and working out of office policies and options as a perk and reward for good trustworthy employees, this sends a valued message to their employees.
2. When employers allow remote working it can save on expensive real estate costs, allowing companies to rent smaller offices at significant less expense.
3. Working from home cuts commuting costs for employees.
4. Working from home can make the work life balance easier for many employees.
5. With the growth of cloud computing working from home has been made so much more secure and easier.

6. The advancement in high speed internet and communication options such as webinars face-time and online meetings makes working from home a real option for progressive employers.

7. While location is also cited as one of the top ten reasons why people leave their jobs a good working from home or working out of the office policy and practice can help employee retention.

8. The traditionalist will cite health and safety and insurance as some of the reasons not to adopt these policies and practices but having implemented a working out of office policy these reasons can be “all smoke and mirrors”.

9. Yes, to make a good out of office work policy you need good Managers, so concentrate on hiring and nurturing good Managers (you should be doing that anyway)

10. When you have a good out of office or home working policy, it also makes it more difficult for your competitors to hire your talent if they can't match your flexible working terms.

So my advice is to create a good working from home and working out of office policy and practice and ...

1. Help keep your talent longer.
2. Save money on real estate.

3. Invest in good Managers.
4. Cut your employees cost of commuting.
5. Make the workplace more meaningful place for people trying to bridge the gap between work life balance.
6. Invest in good cloud services (like HRLocker!).
7. Now you understand the interview question “how fast is your interview speed at home”.
8. Don't listen to your non-progressive managers' objections to a working out of office or from home policy, they are only pointing out their inadequacies as a manager.
9. By implementing a good fair and equitable working out of office or from home policy, watch employee satisfaction score increase.
10. Show that you are a progressive and trustworthy employer and do it!

Putting a working out of office or working from home policy in place for progressive companies makes so much sense it is a no brainer!

In today's work environment and particularly with the current industrial unrest in Ireland and other places with bus and train strikes this makes out of office or working from home policies even more attractive.





Niamh O'Connor

Brand Strategy



The big opportunity for organisations is to take a leadership-led, bolder and more authentic approach to your employer brand. Having a strong employer brand means that people will proactively want to join your organisation. It means that the experience they have before they join and after they join is aligned to their expectations and to yours as an employer. It means that what they were 'sold' is what they get. It means that they join, and then they stay. A strong employer brand increases engagement and reduces attrition by up to 28%.

The Pudding

The Pudding is a commercial and creative brand company focused on delivering game-changing international brands. We work with organisations to build, re-position and grow corporate and employer brands. With The Pudding, comes the proof.

Why Join?

Companies that build a strong employer brand typically hire twice as fast and are three times more likely to make a quality hire.

A strong employer brand can reduce your cost to hire by up to 50%. Stand back and take a look at how compelling your Employee Value Proposition is to a potential hire? Why should they join your organisation rather than your direct competitor?

If your proposition is effective,

your recruiters are five times more likely to engage prospective employees at this crucial stage. 50% of candidates won't consider working for a company with a bad employer brand, irrespective of salary.

Be More Direct

Attracting and retaining talent requires a new level of honesty. Do you know what you want? What specific skillsets and personalities work best in your organisation? What values do your people need to have to be successful?

What behaviours are not tolerated? We see more and more organisations using their brand values (meaningful ones rather than just words on the wall!) as hiring criteria.

Being more explicit at both job description and interview stage means that both parties can self-select as to whether or not the fit is right. According to Adare Human Resource Management the average cost of replacing an employee is now at €13,500. Getting this right will save time and money.



Create Content That Wows

Every organisation is different, but few tell their unique story and position their talent differentiators in a compelling way.

Looking at an organisation from the outside in, it's often very difficult to get a sense of the leadership, culture and projects that are happening inside.

In some cases, what's happening inside the organisation is exactly what prospective hires are looking for!

There's a big opportunity for financial services and fintech companies particularly in the Irish marketplace, to create video and other engaging content formats here.

Don't be afraid to ditch the stock photography and formality on your career website.

A real imperfect insight into your organisation is what people want. Getting this right will attract more great people.

Engage And Empower Your People

Free beer, ping pong and cupcakes. How much time and money do organisations invest in 'quick win' initiatives aimed at improving their employer brand and increasing engagement.

Yet 85% of employees globally are either not engaged or actively disengaged at work. Employees want work that has meaning.

Perks are nice but purpose engages. Effectively articulating purpose and actively measuring and improving engagement on an ongoing basis, is crucial. Companies in the top quartile for engagement are 17% more productive and 21% more profitable. Typically, your employees share the same network with prospective hires. Involving your employees as authentic advocates of your employee brand is a huge opportunity for organisations. Using employee generated content and collaborating with your people to share content will build an authentic and irresistible employer brand.

THE
PUDDING



Adam Hankin

General Manager - Ireland

Financial stress is the number one cause of stress in the workplace and greatly impacts absenteeism and productivity.

Wagestream

Wagestream lets employers give their employees the power to stream their earned wages into their accounts whenever they need it through a simple, instant app. By giving your workforce the financial freedom they deserve, Wagestream is proven to make a significant, positive impact on staff retention and productivity in the workplace.

Retention & recruitment are top of the agenda of nearly every HR conference these days regardless of the sector. Why? Because finally companies are realising how much disruption, how time consuming and how costly it is to lose a valued member of staff, hire a replacement and train them up to be as effective as the previous incumbent.

I think the problem is the financial services sector has traditionally viewed themselves as different to all other sectors. It's not! Staff are not blinded from what is happening in the rest of the working world.

And now with the advent and ascension of Fintech, they don't need to look far to see

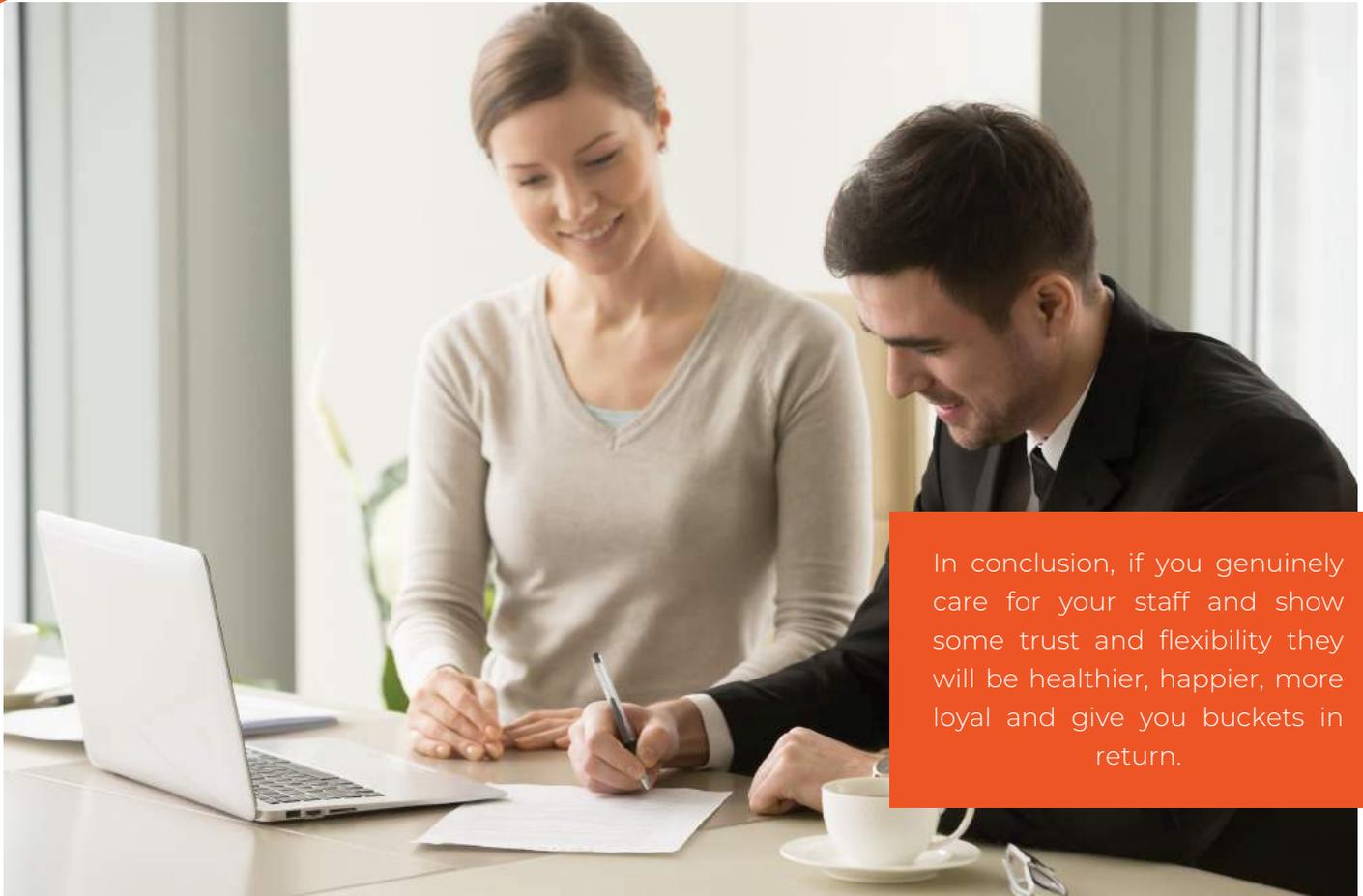
progressive a financial services company can be.

"Flexibility" in the workplace is the hot topic at the moment for improving staff morale, motivation, loyalty, productivity, recruitment and retention. I'm yet to see a study that says if you offer your staff flexibility that you will not get loyalty back in return. It implies trust and understanding of the current-day work/life balance demands and this is something that today's employees want. The new fintechs are embracing this realising that being behind your desk between 9am and 5.30pm is not a true marker for how well you are doing your job. Companies that offer some flexibility in work tend to see

productivity increase and employer sentiment significantly improve.

Looking after your employees' physical, emotional & financial wellbeing is also paramount to improving retention.

Financial stress is the number one cause of stress in the workplace and greatly impacts absenteeism and productivity. This also has knock-on effects on mental health. Looking after your employee's wellbeing will show you care about your staff and drives loyalty back in return. The financial services sector may think their expertise in this area precludes them from having employees in financial stress.



In conclusion, if you genuinely care for your staff and show some trust and flexibility they will be healthier, happier, more loyal and give you buckets in return.

When speaking with financial institutions we have found quite the opposite is the case. Banks are reporting a worrying percentage of their own staff being in arrears in employee loan schemes.

Accountancy firms admit the pressure to “keep up with the Jones” is putting junior staff and others into financial difficulty.

Surprisingly the problem persists throughout higher wage brackets as spending increases at the same pace, if not faster, than earning.

As wellbeing products evolve, there is a new financial wellbeing benefit which incorporates flexibility.

The concept of “income streaming” will be commonplace in the next 5 years where employees will be able to stream a portion of their earned income, directly into their bank account when they need it.

No more getting into debt when an unplanned expense crops up while waiting for payday! This will reduce stress significantly which will in-turn improve productivity and employer sentiment.

This has been proven both in the US & UK and has just been rolled out in Ireland by Wagestream, who were the first to introduce it to Europe.

Giving employees financial flexibility has seen businesses improve their staff retention figures from 10%-40%, along with benefits in recruitment and productivity.





Vessy Tasheva

Founder of Vessy.com, D&I Consultant,
Author of "2019 Diversity in the Workplace
Report"

What to do when your company scores low on Inclusion in your employee engagement survey?

Vessy.com

Vessy.com is the first global online community for Diversity & Inclusion champions; we focus on knowledge sharing, collaborations, and emotional support.

What should you do when your company scores low on Inclusion in your employee engagement survey?

It's hard to define what to do next, especially when D&I is not your full-time focus and you also need to juggle this 'passion project' along with your actual job in the company.

So you're probably thinking and maybe even blaming yourself a little.

"We're not doing enough; we should do more."

But if you keep doing more of the same of what you're doing now, how would it change things?

Transformation of an environment, a change of company culture doesn't happen by hosting more Women in Tech

events or adding more LGBTQ+ activities on top of celebrating Pride or setting up more Employee Resource Groups (ERG) in the company.

Alternatively, copy-pasting what other companies are doing doesn't guarantee an outcome that will work for your problem when you don't know what the problem is.

That's like a tech company rushing in to solve a user problem by building a new without bothering to understand the problem first.

Something has to change. But what?

To answer this, first, you need to understand why your company scored low.

Inclusion can't be measured in a couple of questions. You need context to understand

the meaning and origin of the low score.

Have you done a survey that examines Inclusion in depth?

Have you performed in-person or phone interviews with the employees to understand their experiences, their reactions, and emotions?

Compare how the employees' experiences are different by office, team & function, seniority, underrepresented group (e.g. gender, race, age, etc)

Naturally, we think that others have similar experiences to ours when we have something in common.

For example, a gay woman of colour would not have the same experiences as a white gay woman. Understanding Inclusion requires asking often, listening

actively, and taking actions.

It requires to look beyond your own experiences.

If employees don't report incidents that jeopardize Inclusion, that doesn't mean they don't happen.

Do people of colour in your company feel comfortable to file a complaint with HR if they are mistreated based on race?

Has anyone ever asked them in order to understand if incidents could be underreported in the organisation?

That's just one of the many things you'd like to identify through the survey and employee interviews focused to diagnose the state of Inclusion in your company.

Where you are and where you want to get to

The survey and employee interviews will allow you to understand where you are.

You'd need resources to proceed with diagnostics of the state of Inclusion in your company regardless of whether you plan to do it on your own, with the help of your colleagues, with the help of a Diversity & Inclusion consultant, or with other external help.

In short, you need buy-in from the top in order to get started with this.

How to get buy-in from the top?

1. Build Your Case

Get prepared by defining why a low score on Inclusion is worrying and requires action. What's the score of Inclusion? What can you benchmark it against? Has it changed in the last year(s)? Why does Inclusion matter to your business or your culture? How will it affect innovation? How will it affect overall employee engagement over time? Is a low score for Inclusion in conflict with the company's values? Are any other scores in the engagement survey lower than the usual?

Do you see a correlation between those?

Can you define what the ROI of digging into D&I would be? Focus on the business case. How does it affect the business bottom line?

Even if you can't multiply some numbers here, you can show correlations that are hard to argue with by supporting with a Harvard Business Review report on the subject, for example.

2. Find Supporters

Identify influencers in the organization who agree with the urgency and severity of the problem, understand the risks a low level of Inclusion creates for the business growth, and are willing to look for more support higher in the organization. Talking to people would allow you to understand what's missing or can be improved in the case you've built. When you work on the pitch, make sure you have a clear ask. What do you need from the leadership team: a budget, their blessing, or something else?

It's key not to limit yourself to one influencer.

Be strategic when you pick the influencers. Ideally, you're looking for a mix of people — some who are allies and others who are part of underrepresented groups.

It would be great to have people from different functions, too, so that it doesn't seem like a concern of one team or department.

3. Talk To The Decision Makers

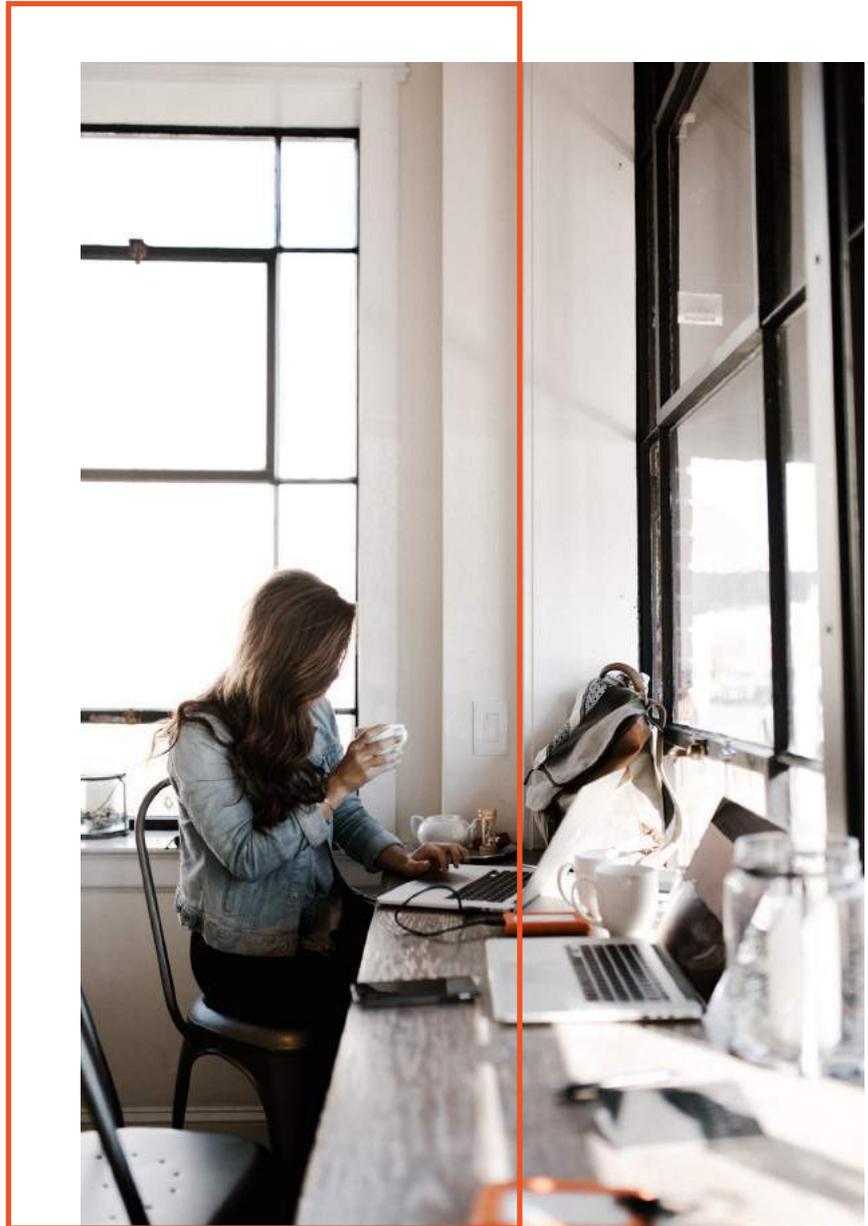
As you have prepared your case, found support from influencers, and iterated on your pitch, you're ready to take this to the top.

DECISION MAKER(S): If you're unsure who the decision maker is, consider approaching a few people. This is very unique in every organisation. In the research I did for my "2019 Diversity in the Workplace Report", I observed that D&I falls as a high-level area of responsibility sometimes with the CEO, often the COO or CSO, while in the presence of both COO and Chief People Officer, it's with the latter.

APPROACH: Depending on your personal style and strengths, you can pick an approach or combine a few of the following approaches:

- A) request a meeting via email explaining the urgency & severity of the problem; make sure you're clear and concise
- B) address openly during a company-wide all-hands meeting.
- C) have a non-meeting — that's when you avoid the formalities and you go with a more casual approach. E.g. you're queuing in the canteen and you can stop by to say hi, casually open up the topic, and eventually ask for 15min of their time to make your case.

If you don't get a response or they say the moment is not ideal, don't give up. Keep improving your case, gather more supporters, and follow up!



VESSY



Laura Belyea

Chief Operations Officer

Potential employees will check out Glassdoor, Indeed, and other avenues to read reviews of your company and assess your company culture, brand, and overall employee engagement. That's why it is so important to ensure the right message is being presented to keep attracting top talent.

Talivest

Talivest are revolutionising how people and organisations engage with each other throughout the employee lifecycle by improving the employee experience with real-time analytics and insight.

Potential employees will check out Glassdoor, Indeed, and other avenues to read reviews of your company and assess your company culture, brand, and overall employee engagement. That's why it is so important to ensure the right message is being presented to keep attracting top talent.

Here are our top 3 ways to reduce employee turnover:

1. Employee Experience is King

Organisations invest heavily into creating amazing customer experiences to retain them. It's time to start looking and treating your employees the same way you do your customers! Throughout the employee

lifecycle, creating a great employee experience is one of the keys to retaining your talent. HR is undergoing a huge digital transformation and this allows organisations to continue to improve the employee experience through cloud, mobile, artificial intelligence and automation.

Creating a great employee experience from onboarding to offboarding is crucial. Treat your employees like they are your most valued customer and you'll reap the benefits!

2. Focus on Retention by using Stay Surveys

Instead of waiting until an employee leaves to do an Exit Survey, conduct a Stay Survey!

A Stay Survey gives you the insights into why employees want to continue working for you, as well as areas that you need to focus on to continue to retain them.

3. Invest in your Offboarding

Gone are the days where employees stayed with organisations for 10 – 20 years! The reality these days is a tenure of 18 to 24 months. It's time for organisations to start thinking differently about how to offboard employees and create a seamless and positive experience.

Exiting employees have great insights on how your organisation can improve, you need to collect that valuable feedback.



It's critical to have a corporate alumni program as there are so many great reasons to stay connected with your former employees. They are a huge talent pool for you to rehire (boomerang) and to get referrals, they are your biggest brand ambassadors and could even help you with a sales lead!





Conclusion

We hope you have found this guide useful. Our aim is to help strengthen Ireland's position as a leader in the financial services and FinTech industries by maintaining a stable yet highly engaged workforce. We also want our clients to benefit from insights from leaders in their individual fields.

We are grateful to all our contributors for their time and their thoughts. The ideas and advice shared combine to provide an excellent resource for any financial services business seeking to retain key talent.

What next?

Review all elements of your people systems and culture.

Consider all the steps in your employee experience journey and reflect on the impact the current approach has on employee retention.

This involves an examination of all the workplace, HR, and management practices that impact people on the job – the advice shared by the experts in this guide is an excellent starting point.

We are delighted that we have been able to play a small part in helping financial services companies to keep their best people. We will continue to add to this report and are looking forward to delivering more usable content to our clients and the Fintech & financial services community as a whole.

If you would like to discuss how we can support you in finding, engaging, and retaining talent, get in touch.



www.toptierrecruitment.com
+353 – 1 – 564 9602
info@ttrmail.com

Contact Us

We look forward to hearing from you soon



Top Tier Recruitment - Specialist recruiters for Ireland's financial services & Fintech industry.



2 Dublin Landings, North Dock, North Wall Quay, Dublin 1, D01 V4A3.



+353 (0)1 564 9602



info@ttrmail.com



www.toptierrecruitment.com

Ireland's specialist financial services, Fintech, and blockchain recruitment consultancy, based in Dublin.
