

Study Background

In a recent research study, AchieveGlobal set out to learn more about why workers leave their jobs, how this impacts businesses, and what those businesses can do to stem the departure of their strongest human resource asset. Further, the research examined some critical issues that confront managers in building a talent management strategy.

The study set out to examine several key questions, including:

- How likely are people to leave their current positions?
- What categories of workers are most likely to leave their existing jobs?
- How is turnover impacting businesses?
- Why are employees leaving?
- What are the best practices for businesses to retain their best employees?

Examining international trends, this research also set out to examine:

- What regional differences exist in the reasons and effects of employee attrition?
- What are the regional differences among organizations in talent management practices for improving retention?

The research provided compelling insights into international and regional trends in talent management, ultimately indicating that overall, talent retention involves a two-pronged approach of:

- 1.) creating development opportunities for key employees and
- 2.) providing incentive opportunities. In addition, while market conditions might

seem to dictate that employees have fewer opportunities from which to choose, and that they might be more likely to stay in their existing positions, participant responses indicated that the opposite is true: a significant number of workers (23 percent in the US) expect to leave their existing positions within a year, and without active talent retention strategies in place, attrition continues to be a threat.

The Findings: International Trends

While workforce challenges have become top of mind for many companies, existing research continues to imply direct links between employee turnover and lack of effective talent management or leadership¹. In fact, talent management issues affect organizations globally, since attaining and retaining the human resource is a challenge in every territory where business is transacted.

Across the world, social realities such as population shifts have direct effect on talent retention. In the Western world, for example, the retirement of the Baby Boom generation will cause unprecedented vacancies across industries. In Europe, vacancy trends are likely to increase as a result of low birth and immigration rates, making access to younger workers more difficult. While in China, the single child policy has led to a deficit of skilled workers, particularly in urban areas. These massive shifts in the workplace are likely to be exacerbated further by trends in education.

¹ See a Spring 2007 study by IBM's Institute for Business Value and Washington-based Human Capital Institute, and a 2006 study by Cindy McCauley and Michael Wakefield in the Journal for Quality and Participation, volume 29, issue 4.