Reading Retaining good staff

- A Discuss these questions before you read the article.
 - 1 The article talks about people who are high performers. What does this phrase mean? What sort of people are they?
 - 2 What do you think motivates high performers to stay with the same company?

Read the article and answer these questions.

- 1 What qualities of high performers are mentioned in the article?
- 2 What are the problems of losing high performers?
- 3 Which motivating factors are mentioned in the article?

Motivating high-calibre staff

By Michael Douglas

An organisation's capacity to identify, attract and retain high-quality, high-performing people who can develop winning strategies has become decisive in ensuring competitive advantage.

High performers are 10 easier to define than to find. They are people with apparently limitless energy and enthusiasm, qualities that shine through even 15 on their bad days. They are full of ideas and get things done quickly and effectively. They inspire others not just by pep talks 20 but also through the sheer

20 but also through the sheer force of their example. Such people can push their organisations to greater and greater heights.

25 The problem is that people of this quality are very attractive to rival companies and are likely to be headhunted. The 30 financial impact of such people leaving is great and includes the costs of expensive training and lost productivity and 35 inspiration.

However, not all high performers are stolen, some are lost. High performers generally leave because 40 organisations do not know how to keep them. Too many employers are blind or indifferent to the agenda of would be high 45 performers, especially those who are young.

Organisations should consider how such people are likely to regard 50 important motivating factors.

Money remains an important motivator but organisations should not 55 imagine that it is the only one that matters. In practice, high performers tend to take for granted that they will get a good 60 financial package. They seek motivation from other sources.

Empowerment is a particularly important 65 motivating force for new talent. A high performer will seek to feel that he or she 'owns' a project in a creative sense. Wise

70 employers offer this opportunity.

The challenge of the job is another essential motivator for high 75 performers. Such people easily become demotivated if they sense that their organisation has little or no real sense of where it is 80 going.

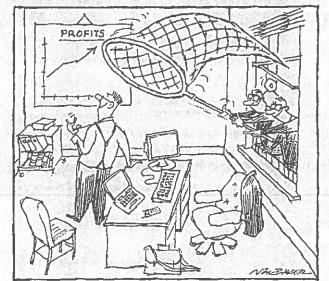
A platform for self-development should be provided. High performers are very keen to develop 85 their skills and their curriculum vitae. Offering time for regeneration is another crucial way for organisations to retain 90 high performers. Work needs to be varied and time should be available for

creative thinking and mastering new skills. The 95 provision of a coach or mentor signals that the organisation has a commitment to <u>fast-tracking</u> an individual's 100 development.

Individuals do well in an environment where they can depend on good administrative support.

105 They will not want to feel that the success they are winning for the organisation is lost because of the inefficiency of 110 others or by weaknesses in support areas.

Above all, performers - especially if they are young - want to 115 feel that the organisation they work for regards them as special. If they find that it is not interested in them as people but only as high-120 performing commodities, it will hardly be surprising if their loyalty is minimal. On the other hand, if an organisation does invest in 125 its people, it is much more likely to win loyalty from them and to create a community of talent and high performance that will



From the Financial Times

130 worry competitors.

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