

# **Addressing Employee Turnover at Genz-AI Consulting: A Case Study**

**- By Mansi Pravin Thanki**

- **Purpose:**

This case study aims to investigate and address the growing issue of employee turnover at Genz-AI Consulting, a leading consulting firm. The goal is to understand the causes of high turnover, implement strategies to reduce it, and ultimately improve employee retention.

- **Objectives:**

- Analyze the factors contributing to the high employee turnover rate.
- Develop strategies to enhance the work environment and employee satisfaction.
- Evaluate the impact of these strategies on reducing turnover and retaining talent.

- **Company Background:**

- **Industry:** Management Consulting
- **Company Name:** Genz-AI Consulting
- **Company History:** Genz-AI Consulting was founded 15 years ago and has established itself as a prominent player in the management consulting industry.
- **Mission:** To provide innovative solutions to clients while fostering a collaborative and fulfilling work environment for employees.

- **Industry Background:**

- **Industry Context:** The management consulting industry has been experiencing steady growth, driven by the increasing demand for advisory services.
- **Competitive Landscape:** Genz-AI Consulting faces competition from both established firms and new market entrants.

- **Problem Statement:**

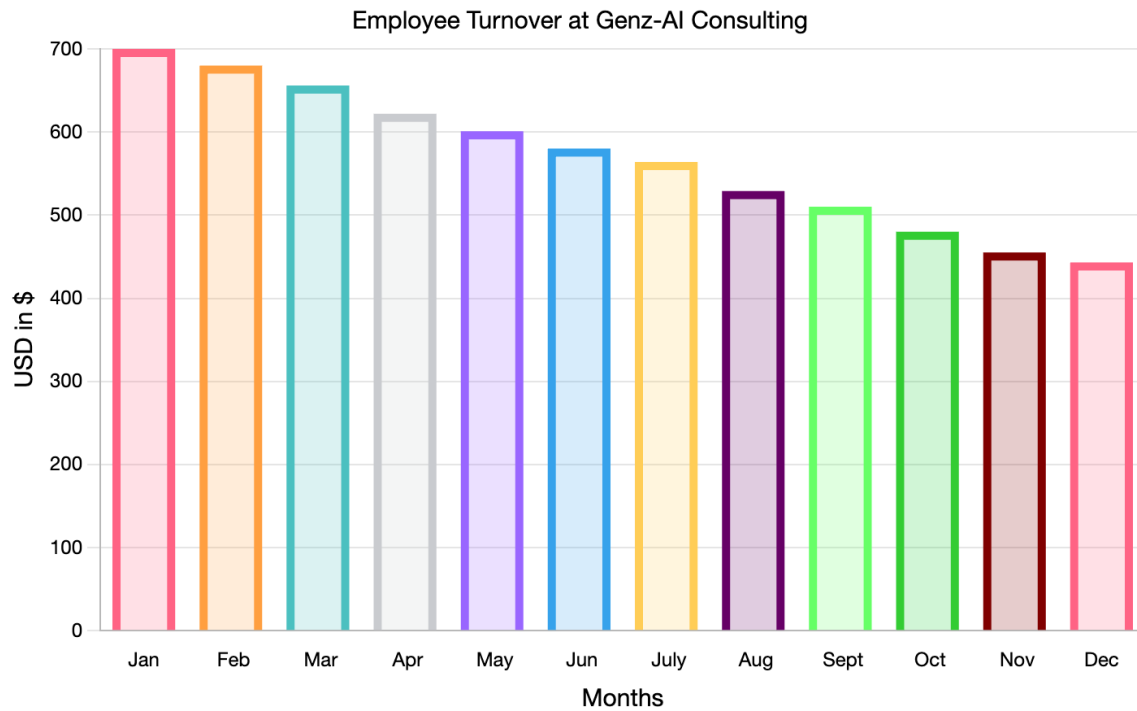
Genz-AI Consulting is grappling with a high employee turnover rate, which has increased by 36.5% over the past year. This poses a significant challenge to the organization's stability and its ability to deliver quality consulting services.

- **Client Information:**

- Client (Company CEO):
  - Name: Olivia Stewart
  - Role: CEO of Genz-AI Consulting
  - Background: 20 years of experience in the consulting industry
  - Motivations: To reverse the rising employee turnover and ensure the long-term success and reputation of the company.

- **Scenario:**

Genz-AI Consulting is a mid-sized consulting firm renowned for its expertise in various industries. However, the company has recently witnessed a substantial increase in employee turnover, raising concerns about its ability to deliver consistent high-quality services to clients.



## Data Gathering and Information

- **Interview Transcript:**

**Interviewer:** When did Genz-AI Consulting start experiencing a surge in employee turnover, and what is the magnitude of this increase?

**Client:** The increase in turnover started over a year ago, and we've seen a 36.5% rise in employee departures during this period.

**Interviewer:** Has this trend of high turnover been observed in other consulting firms, or is it unique to Genz-AI Consulting?

**Client:** While the industry is experiencing some level of turnover, the increase at Genz-AI Consulting is notably higher than our competitors.

**Interviewer:** Can you provide more information about the nature of your consulting firm and its location?

**Client:** Genz-AI Consulting is a mid-sized firm with offices in major cities. We serve clients from various industries, providing a range of management consulting services.

**Interviewer:** Can you help identify the type of employees who are leaving the company? Are they recent hires or long-time employees?

**Client:** It seems to be a mix of both. We're losing both experienced consultants and newer hires.

**Interviewer:** To pinpoint the reasons behind the high turnover, it's essential to determine whether it's driven by dissatisfaction with the work environment, compensation, career growth, or other factors. Do we have insights into this?

**Client:** We've conducted exit interviews, and the feedback suggests that dissatisfaction with the work environment, limited career growth opportunities, and compensation are significant factors contributing to turnover.

**Interviewer:** Let's delve into the work environment. Have there been any changes in office culture, leadership, or policies that might be affecting employee satisfaction?

**Client:** There haven't been any major policy changes, but we have expanded rapidly, and some employees feel that the culture and personal attention have shifted as a result.

**Interviewer:** What about compensation and career growth? Have there been any changes in salary structures or advancement opportunities?

**Client:** Our compensation packages have remained relatively stable, but we might need to explore competitive salary adjustments. Career advancement has been an area of concern, and we recognize the need to develop clear career paths.

**Interviewer:** Have you noticed any gender-based patterns among employees leaving the company? Are more females departing, and if so, can you identify the reasons?

**Client:** We have observed a slightly higher turnover rate among female employees. This is an area we need to investigate further to understand the underlying causes.

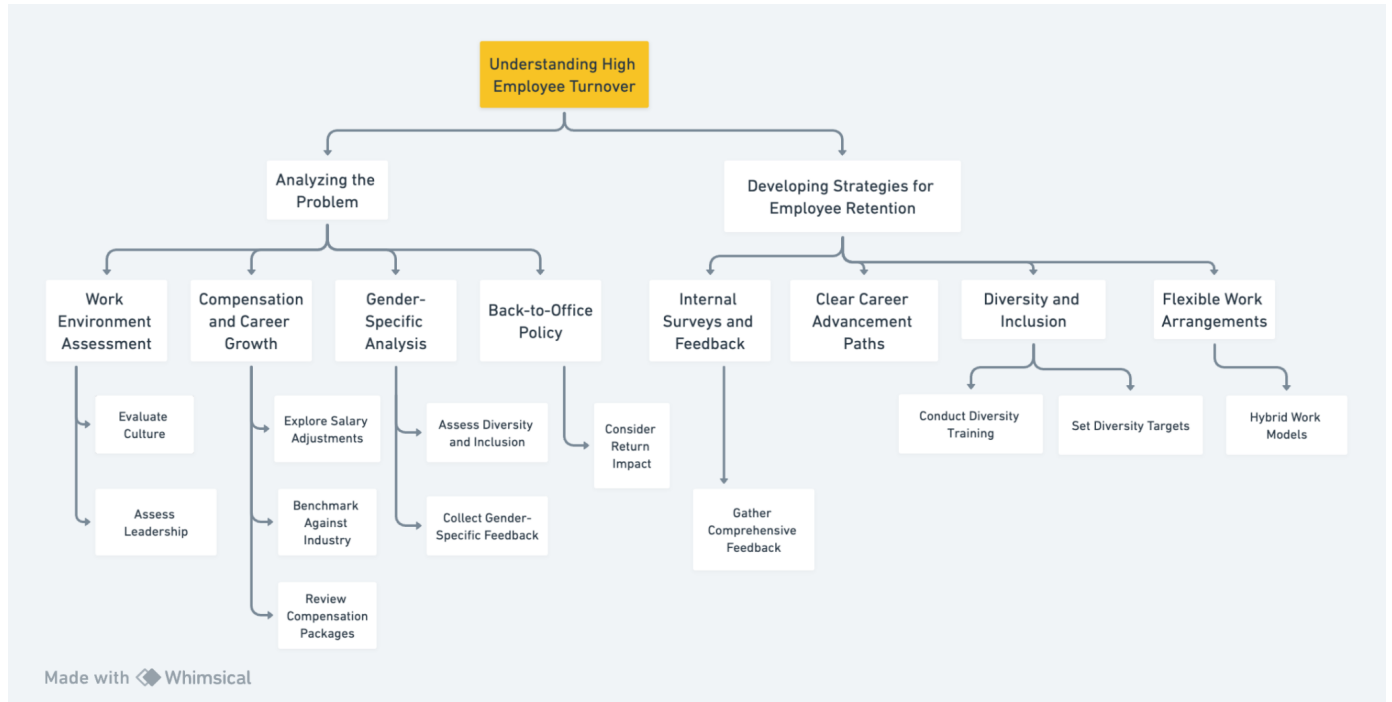
**Interviewer:** Genz-AI Consulting recently implemented a mandatory back-to-office policy after several months of remote work. Have you considered how this policy might have affected turnover, especially in light of employee preferences for remote work?

**Client:** Yes, the mandatory back-to-office policy has generated mixed reactions among employees. Some see it as a welcome return to normalcy, while others have expressed concerns about work-life balance and safety in the office environment.

**Interviewer:** Given this information, it appears that addressing the high turnover will require a comprehensive approach, taking into account gender-specific concerns, the impact of the back-to-office policy, and the need for competitive compensation and clear career advancement opportunities. Conducting internal surveys and performance reviews, with a focus on gender-specific feedback and policy impacts, will be essential.

**Client:** Thank you for your insights and recommendations. We'll take these steps to address the turnover issue, taking into account these additional considerations, and retain our talented consultants.

- **Approach/Framework:**



- **Interviewee Notes:**

1. **High Turnover:** Turnover has increased by 36.5% over the past year.
2. **Company Profile:** Genz-AI Consulting is a mid-sized consulting firm serving various industries.
3. **Turnover Reasons:** Dissatisfaction with work environment, compensation, and career growth are major factors.
4. **Gender Patterns:** Slightly higher turnover among female employees, further investigation needed.
5. **Back-to-Office Policy:** Mixed employee reactions; some welcome it, while others have concerns about work-life balance and safety.
6. **Strategies:**
  - a. Internal surveys for feedback.
  - b. Develop clear career paths.
  - c. Address gender-specific concerns.
  - d. Continuous monitoring and adaptation.
7. **Expected Outcomes:** Reduced turnover, improved satisfaction, and increased competitiveness.
8. **Risks:** Increased costs, resistance to change, and challenges in balancing remote and in-office work.

- **Case Facts:**

1. High employee turnover rate increased by 36.5% over the past year.
2. Genz-AI Consulting is a mid-sized consulting firm with multiple offices.
3. Dissatisfaction with the work environment, compensation, and career growth are major contributors to turnover.
4. Rapid expansion may have affected the company's culture and personal attention.
5. Compensation packages have remained stable, but career advancement opportunities need improvement.
6. A slightly higher turnover rate among female employees is noted.
7. Mixed reactions to the mandatory back-to-office policy.

- **Potential Recommendations:**

1. Conduct an internal survey to gauge employee satisfaction, focusing on gender-specific feedback and preferences for remote work.
2. Develop a clear career advancement framework, with an emphasis on gender balance and providing opportunities for remote work.
3. Explore competitive salary adjustments to retain top talent.
4. Reevaluate company culture and leadership's impact on employee satisfaction, with attention to gender equality.
5. Benchmark compensation and benefits against industry standards.
6. Implement mentorship programs and regular performance reviews.

- **Pros/Cons:**

- **Enhancing work environment and compensation.**
  - **Pros:** Increased employee satisfaction and retention.
  - **Cons:** Potential increase in operational costs.
- **Developing clear career paths.**
  - **Pros:** Improved employee motivation and loyalty.
  - **Cons:** Initial costs for program development and training.
- **Investigating gender-specific factors.**
  - **Pros:** Promotes gender equality and diversity.
  - **Cons:** May reveal challenges requiring significant changes.
- **Benchmarking against competitors.**
  - **Pros:** Align with industry standards and competitive positioning.
  - **Cons:** May highlight gaps requiring adjustments.
- **Addressing concerns related to the mandatory back-to-office policy.**
  - **Pros:** Respond to employee preferences and safety concerns.
  - **Cons:** Balancing remote and in-office work can be challenging.

- **Observables/Suggestions:**

1. Understand the timeline and extent of employee turnover.
2. Differentiate between factors contributing to turnover.
3. Analyze compensation and career growth opportunities.
4. Gather employee feedback through internal surveys and performance reviews, with a focus on gender-specific issues and remote work preferences.
5. Develop a structured action plan with timelines and responsibilities.
6. Continuously monitor the impact of implemented strategies.

- **Results/Outcomes:**

- **Expected Outcomes:**

- Anticipate a reduction in employee turnover and higher retention rates.
    - Improved employee satisfaction, motivation, and loyalty.
    - Enhanced competitiveness within the consulting industry.

- **Risk Assessment:**

Potential risks include increased operational costs due to compensation adjustments, the need for extensive training and development for career advancement programs, potential challenges in balancing remote and in-office work preferences, and potential resistance to changes in company culture and leadership practices.

- **Conclusion:**

- This case study addresses the challenge of high employee turnover at Genz-AI Consulting, a management consulting firm.
- It outlines a structured approach to understanding, addressing, and mitigating the issue, taking into account gender-specific concerns and the impact of the back-to-office policy.
- The expected outcomes are reduced turnover and improved employee satisfaction and loyalty, with potential risks associated with increased costs and policy challenges.
- This case study highlights the importance of strategic thinking in talent retention and organizational stability.