



LastOpinion

Leaver analysis report

Report for Total Group

Leavers: 118

Private & Confidential

Report Support

If you would like any support in understanding this leaver report, want to explore ways in which you can implement this insight into your HR strategy, or have any other questions please email insight@greatwithtalent.com.



Leaver Type



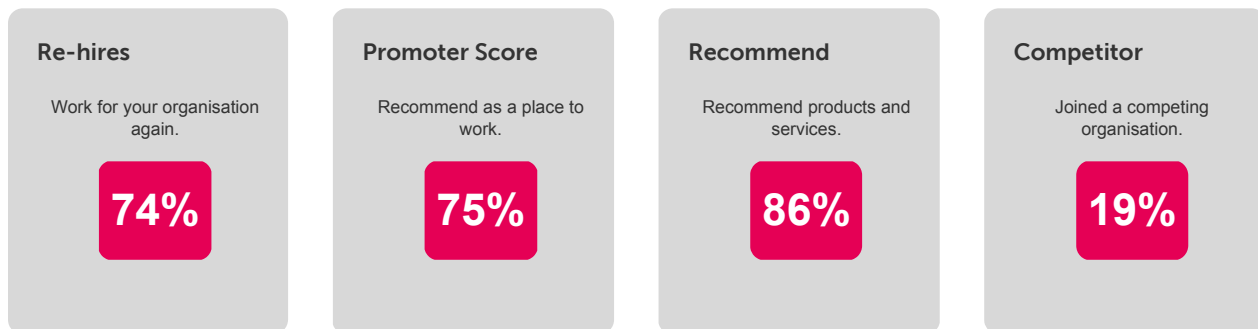
Driving Resignations

		%	n	Interventions
1	Career Progression	20	24	Something else (see Open-Ended report for more information)
2	Loyalty & Trust	18	21	Something else (see Open-Ended report for more information)
3	Cooperation	16	19	Something else (see Open-Ended report for more information)

Organisational Strengths

		%	n	Build Strength
1	Ethical Standards	42	49	Something else (see Open-Ended report for more information)
2	Independence	41	48	Shown more trust for key tasks relating to my work
3	Belonging	36	43	Something else (see Open-Ended report for more information)

Brand Impact



Tenure



The table below sets out how the reporting group rated 14 areas known to affect employee engagement and commitment. The 14 areas are ranked by overall impact on the decision to leave, with the corresponding response distribution.

Leaving Reason	n	10	20	30	40	50	60	70	80	90	%
1 Career Progression Defined opportunities to advance through the organisation. A sense career progression is taken seriously.	24	20	21			42				17	
2 Loyalty & Trust The organisation acts in the interest of its employees and delivers on promises that are made.	21	18	17			37				28	
3 Cooperation Individual contributions are recognised & valued by others, and support is freely offered by colleagues.	19	16	24			32				28	
4 Well-Being Maintaining a work-life balance, workloads which do not cause stress.	19	16	19			33				32	
5 Vertical Relationship An approachable, inspirational manager who provides regular feedback and acts as a role model.	17	14	14			36				36	
6 Personal Growth Training & development needs are identified and my work provides me with opportunities to stretch myself.	16	14	33			28				25	
7 Reward & Recognition Rewarded fairly, transparently and based on performance. Rewards offered are competitive in the wider market place.	15	13	21			46				20	
8 Organisational Confidence Working for a successful organisation that is well led, has good people and a strong future.	14	12	16			46				26	
9 Ethical Standards Belief in the purpose and ethical principles of the organisation, promoting diversity and equal opportunities.	12	10	14			34				42	
10 Job Satisfaction An interesting and enjoyable job, and one I consider important.	11	9	25			37				29	
11 Independence Freedom to organise my work and set my own goals. Scope to try new ways of doing things.	11	9	12			38				41	
12 Communications A clear sense of the organisation's future direction, and an understanding of why key decisions are being made.	9	8	18			49				25	
13 Working Conditions Comfortable working environment with good facilities, and reliable and effective equipment.	7	6	19			43				32	
14 Belonging Belief in the organisation's mission, vision and values. A sense of pride in working for the organisation.	6	5	13			46				36	

Key



Interventions to Reduce Attrition/Increase Retention

These are the **actions** most likely to increase engagement, satisfaction and reduce turnover in relation to the top five leaving areas:

		%	n
Career Progression	Something else (see Open-Ended report for more information)	14	17
	Extra responsibilities to show my potential for promotion	7	8
	A mentor to support my career ambitions	6	7
	Feedback on my prospects of promotion	5	6
	A conversation about my career aspirations	5	6
	To mentor/buddy others to show management potential	3	4
	Explain the promotion process & standards needed	1	1
Loyalty & Trust	Something else (see Open-Ended report for more information)	15	18
	Chance to tell senior managers my challenges	8	9
	Updates on why key decisions are made & being implemented	6	7
	Input on how major changes in my area are implemented	3	4
	Discuss key decisions with local senior management	2	2
	Share thoughts on performance issues with management	1	1
Cooperation	Something else (see Open-Ended report for more information)	27	32
	Create shared team goals	7	8
	Weekly team meetings to stay connected	2	2
	Understand team mates' goals	2	2
	Understanding other teams' goals	1	1
	Regular meetings with other teams	1	1
	A buddy from another area	1	1
Well-Being	Something else (see Open-Ended report for more information)	23	27
	Working at home occasionally	4	5
	Let me leave early at times	3	3
	Someone to talk to if the pressure is too much	3	3
	Equipment so I can work at home/remotely	3	3
Vertical Relationship	Something else (see Open-Ended report for more information)	18	21
	More coaching to help me succeed	6	7
	More delegation to grow my skills/experience	2	2
	Opportunities to share my ideas & thinking	1	1
	Agree defined goals with my manager	1	1
	Regular feedback on how I'm doing on my goals	1	1

Below are the **actions** most likely to increase engagement in relation to the **remaining nine areas**:

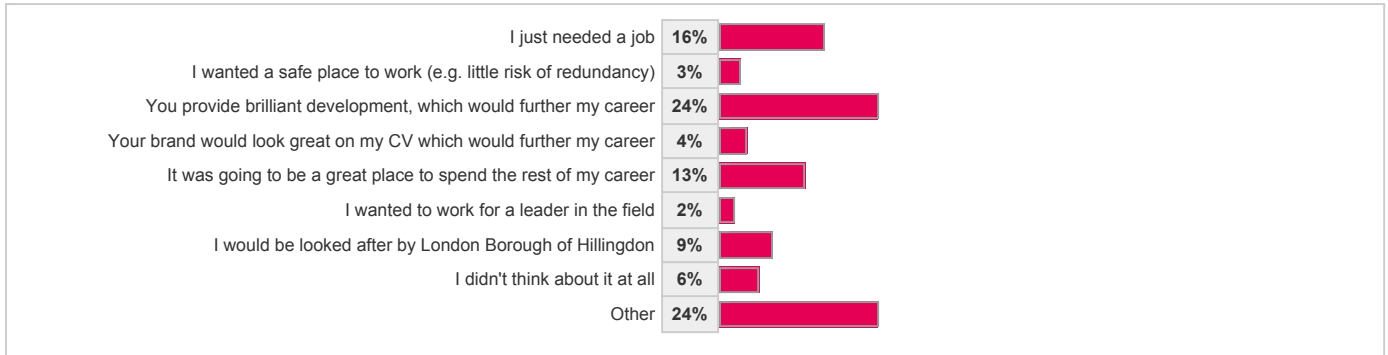
		%	n
Personal Growth	Development of my skills	19	23
	Something else (see Open-Ended report for more information)	11	13
	Create a development plan	8	9
	Work on some stretching projects	5	6
	An internal secondment	2	2
	Learn by working with a colleague	1	1
	A buddy to build experience & confidence	1	1
Reward & Recognition	Something else (see Open-Ended report for more information)	15	18
	Offer a more flexible benefits package	6	7
	Explain the performance measures & how I got my rating	3	4
	Explain how performance impacts pay review	3	4
	Occasional rewards to recognise special contributions	3	3
	Explain how the salary scales work	2	2
	A way to publicly recognise colleagues for their contributions	2	2
Organisational Confidence	Something else (see Open-Ended report for more information)	9	11
	Explain why key decisions are being made	6	7
	Share the impact/value of key decisions	5	6
	More visible senior management	3	3
	Leaders sharing our future direction & strategy	3	3
	Regular updates on organisational performance	2	2
	Regular updates on my area's performance	1	1
Ethical Standards	Something else (see Open-Ended report for more information)	14	16
	Agree team behaviours for working together	7	8
	Leaders explaining how decisions link to our values	3	3
	Explain our organisational values	1	1
Job Satisfaction	Something else (see Open-Ended report for more information)	15	18
	Spend more time doing the parts of job I really enjoy	10	12
	Share the bits of my job I like least & minimise these	4	5
	A 'wish list' of projects/people/clients I'd like to work with	3	4
	Understand how my job contributes to local success	1	1
	Understand how my job contributes to organisational success	1	1

Continuation of the actions most likely to increase engagement in relation to the **remaining nine areas**:

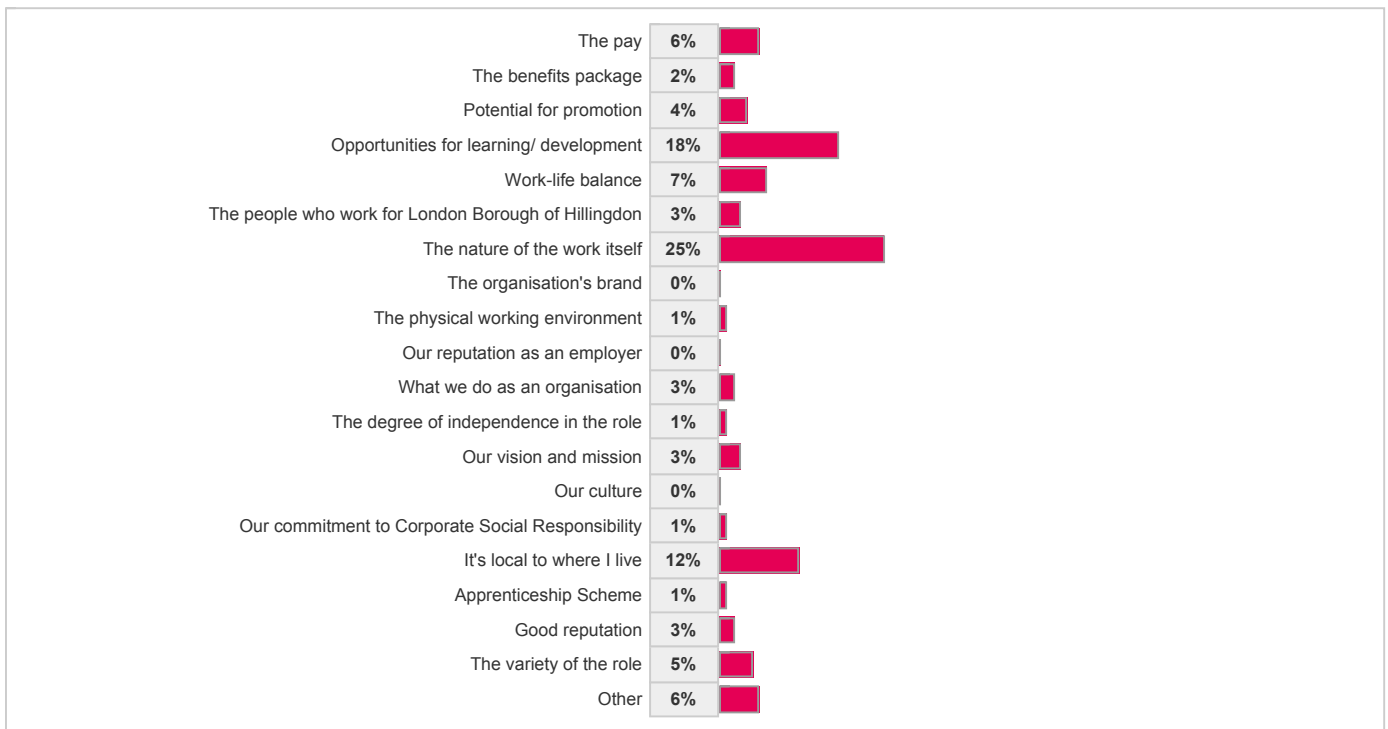
		%	n
Independence	Shown more trust for key tasks relating to my work	6	7
	More freedom to use my skills & style	4	5
	More freedom to shape my working day/week	3	4
	Use my own ideas to improve what I do	3	3
	Something else (see Open-Ended report for more information)	3	3
	Shape my own development focus/activities	2	2
	Ownership for creating my goals before sign-off	1	1
Communications	Something else (see Open-Ended report for more information)	11	13
	Forums to discuss key organisational decisions	4	5
	Key decisions announced in person	3	4
	Regular management updates on organisational performance	3	4
	Informal talks with leaders	3	3
	Chance to hear from/ask questions of local leaders	1	1
Working Conditions	Something else (see Open-Ended report for more information)	13	15
	Better heating/ventilation in my area	4	5
	Give me the right equipment to do my job	4	5
	Properly working equipment for my job	2	2
	Improve the 'rest' space	1	1
	Better break areas (e.g. kitchen, shower, etc)	1	1
Belonging	Something else (see Open-Ended report for more information)	11	13
	Explain how key decisions support our vision & mission	3	3
	Chance to recognise colleagues who live our values	2	2
	Explain how our strategy delivers the vision, mission & lives our values	1	1
	Explain how the vision & mission relate to my part of organisation	1	1
	Explain how our team helps deliver the vision & mission	1	1

This section describes the key areas that attracted your reporting group to the organisation in the first place.

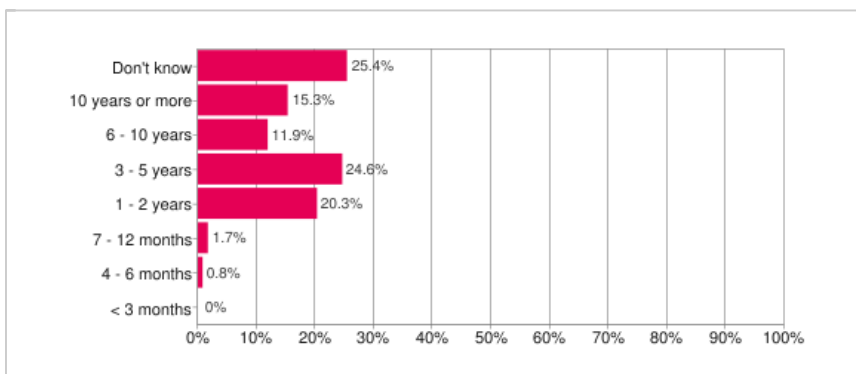
Which statement best describes how you viewed us before joining?



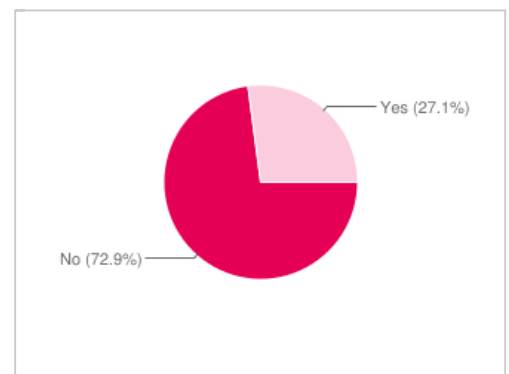
What most attracted you to the organisation?



When you joined the organisation how long were you intending to stay?



Did a friend or colleague recommend the organisation as a place to work?

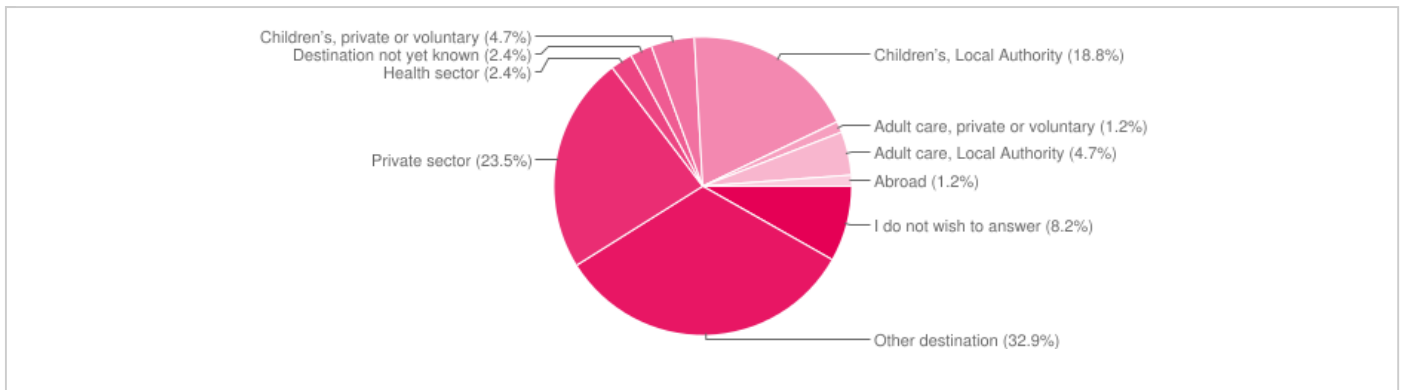


The Destination Profile is based on the 85 leavers who indicated they were moving to a new job.

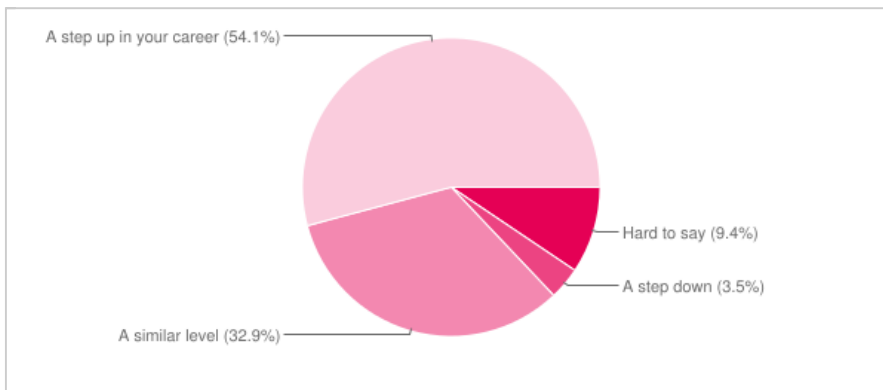
Joining a competitor



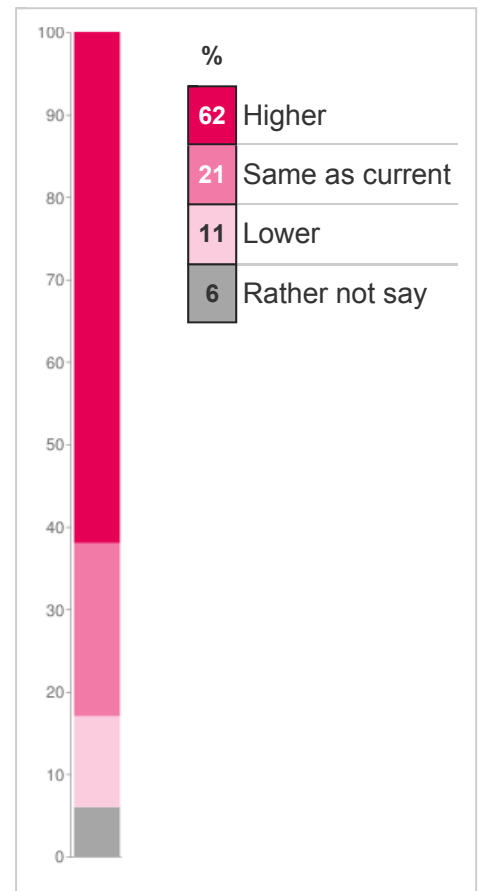
Type of role



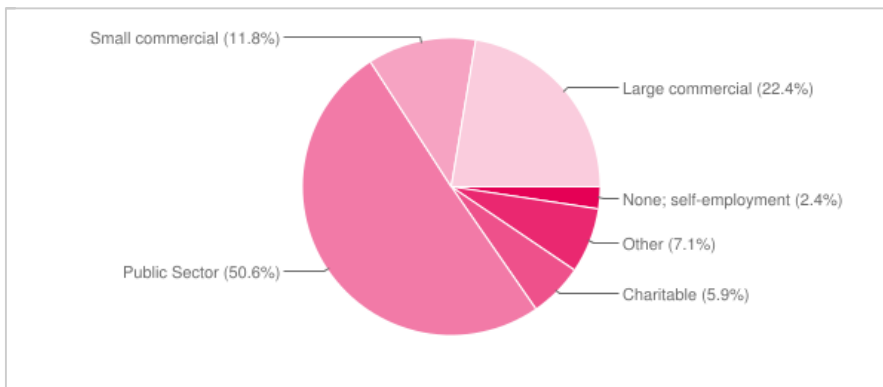
Level of role



New salary

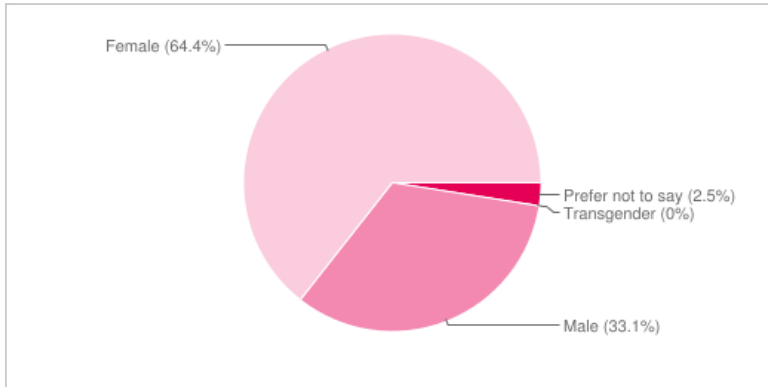


New employer



This section sets out the demographic profile of the reporting group. Further reports can be provided on any variable in the profile.

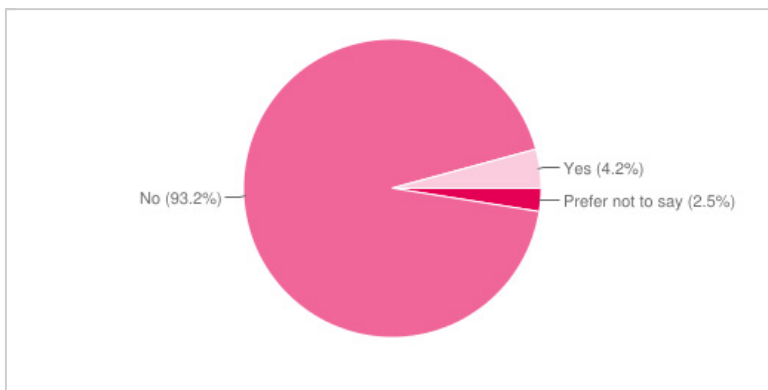
Gender



Age

	N	%
16-24	13	11
25-34	40	33.9
35-44	25	21.2
45-49	3	2.5
50-64	31	26.3
Over 65	3	2.5
Prefer not to say	3	2.5

Disability



Ethnic origin

	N	%
Asian / Asian British - Bangladeshi	0	0
Asian / Asian British - Chinese	1	0.8
Asian / Asian British - Indian	11	9.3
Asian / Asian British - Pakistani	0	0
Asian / Asian British - Any other	1	0.8
Black British - African	8	6.8
Black British - Caribbean	8	6.8
Black British - Somalian	0	0
Black British - Any other	1	0.8
Mixed - White Black African	0	0
Mixed - White Black Caribbean	2	1.7
Mixed - White and Asian	0	0
Mixed - Any other	0	0
White - British	70	59.3
White - Gypsy or Irish Traveller	0	0
White - Irish	4	3.4
White - Any other	4	3.4
Other Ethnic Group	2	1.7
Prefer not to say	6	5.1

great{with}talent helps organisations increase levels of performance, employee engagement, and reduce staff turnover. We achieve this through a unique range of customisable services that focus specifically on engagement and retention. 'Person-organisation-fit' is central to our philosophy, and our approach focuses on understanding how individuals and organisations interact.

We've made it our mission to make our products as intuitive and user-friendly as possible. And inside each fantastic service we've included some brilliant and relevant technology. So when you use any of our services for the first time, we know it will save you money, help solve problems and create opportunity for your organisation.

Our roots are in business psychology and user-friendly web based applications. Our client base spans nearly 2000 high profile organisations, and we help them to save vast amounts of money by recruiting the right people, improving employee engagement, and ensuring their organisation is more efficient and effective.

We've proven expertise in designing and delivering questionnaires for every phase in the employee lifecycle. To date this equates to over 500,000 cases of employee data, collected globally in over 18 languages. This experience means we can create the right approach for you.

However, we're much more than an employee survey company. Our psychometric knowledge and research-based approach means we offer innovative approaches to collecting and analysing data. We then use our consultancy expertise to ensure our clients quickly understand and can take action on this data.

Our reports and analysis recognise the complexities of why people really stay or leave on an individual and group basis. This approach enables you to pinpoint exactly where and when dis-engagement occurs. And that's how great{with}talent will help your employees and your whole organisation to perform better.

