

WHAT WORKERS WANT

Employers pride themselves on talent management. They know what their workers want—or so they think. In reality, there is a serious disconnect at most stages of the worker life cycle—from attraction to advancement to possible attrition—between employee expectations and employer management strategies. To optimize its workforce, a company needs to confront these miscalculations and adjust accordingly.

COURSE OF ATTRACTION

To secure top talent, you need to know the lay of the employee landscape. For example, most workers tend to stay inside their comfort zones:

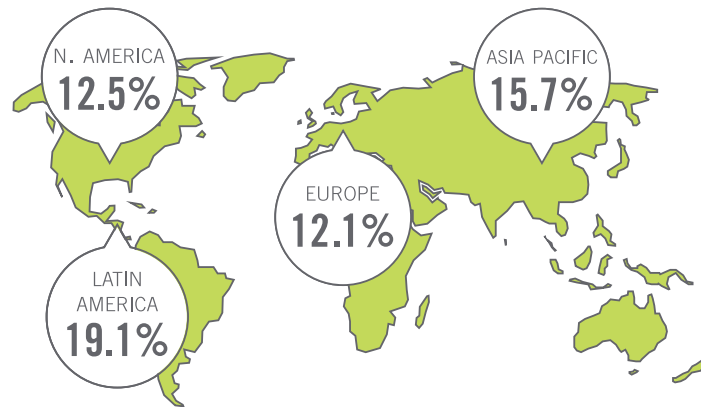


On average, it takes a 15.5% salary increase to prompt a person to change jobs. However, these numbers vary by region:

Career advancement is the No. 1 global factor when someone considers a new job opportunity.

At this stage, employers can create enticing opportunities for prospective employees by emphasizing day-to-day realities and work-life balance.

Percentage salary increase needed to prompt a job change by region:



CAN YOU MANAGE?

Most employers perceive themselves as successful talent managers. In reality, employees often disagree. Only about half of workers rate their companies highly in any single category of talent management:



By contrast, employers rate themselves nearly 18% higher, on average, in each of these categories.

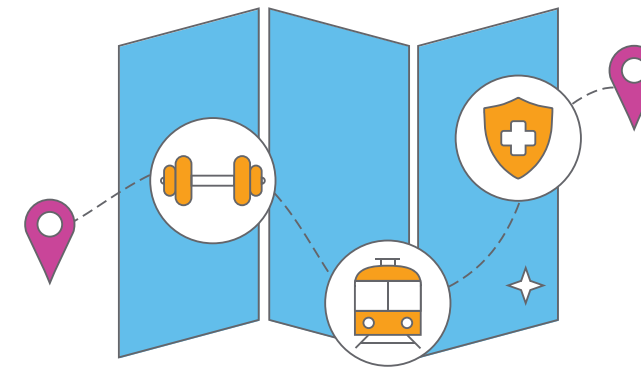
What's more, employers believe 70% of their employees feel valued, but the actual number is 60%

To address this disconnect, employers must acknowledge that they are not meeting expectations around talent management and then do more to understand and nurture employee needs.



THE DECIDING FACTOR

So what are the factors that lead to employee attrition? Employers view career development as the No. 1 lever of retention, and:



2/3 of employees believe they have a "clear career development road map" and "fair opportunity to advance."

However, for those who feel disconnected, a lack of communication may be to blame. Additionally, too many employers wrongly believe that exciting perks, like free on-site health and fitness benefits, can overcome other workplace flaws. In reality:

12% of employees say there is no perk that would make them stay in a bad situation

(this figure increases to 23% in Europe)

And **60%** of workers report having walked away from a job when day-to-day expectations were not met.

For employers, this is a key blind spot, because a majority of employees cite day-to-day concerns as the top retention factor.

Employers need to understand that the things that can attract a worker in the first place—e.g., career opportunities and work-life balance—are the same things that may ultimately convince them to stay.

Source: Evolution of Work 2.0: The Me vs. We Mindset, ADP Research Institute, 2017.

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