



NECANOW  
2025  
A LEADERSHIP & PERSONAL  
DEVELOPMENT CONFERENCE

# RETAINING TOP TALENT: STRATEGIES FOR YOUR FUTURE SUCCESS


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*Milwaukee*

## This session is eligible for 1 Continuing Education Hour

For these hours to appear on  
your certificate, you must:

- Scan your badge at the door
- Attend 90% of the session
- Fill out the online evaluation



## Retention (n): The result of your people facing strategies and tactics.

# of Exits

Average  
headcount  
(same time period)

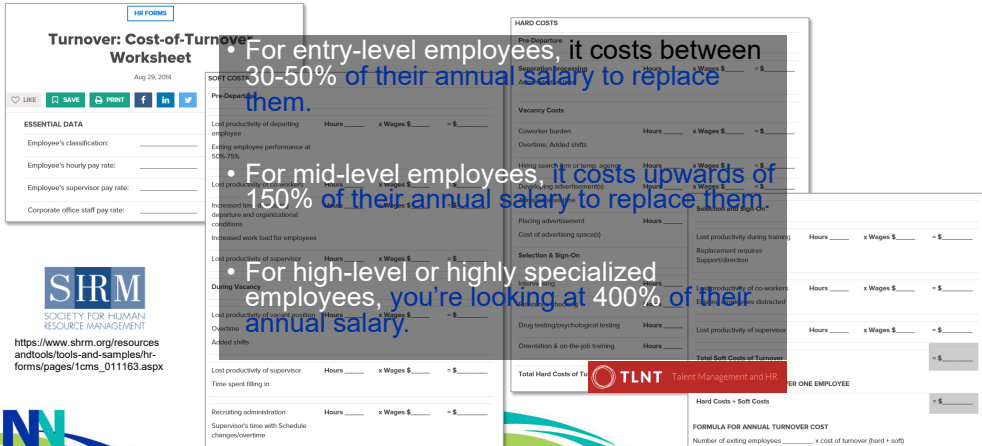
= Turnover %

1 - Turnover % = Retention %

12% Turnover

88% Retention

## Cost of Turnover



- For entry-level employees, it costs between 30-50% of their annual salary to replace them.
- For mid-level employees, it costs upwards of 150% of their annual salary to replace them.
- For high-level or highly specialized employees, you're looking at 400% of their annual salary.

## Strategic Business Plan

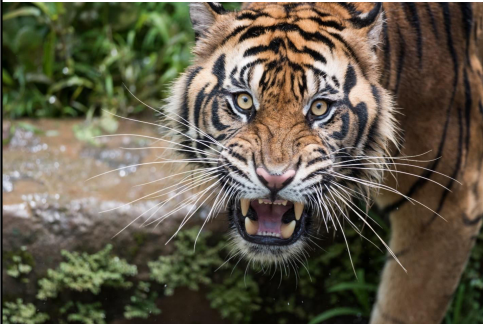
- Right People on the Bus
- Right Management and Leadership
- Right Investment
- Right Plan



## External Recruiting



## Pipeline Management



## Right People

- Skills & Behaviors – recruiting for results and culture alignment

**Intellectual Horsepower**

To bright and intelligent, individuals with concepts and complexity consistently described as intellectually sharp, capable and agile.

**MAIN INTERVIEW QUESTION:**

Describe the most complex problem you ever had to solve.

**LEARNING PROBES:**

A. ACTIONS: Have you approached it from any different angle? (ask for specific action steps)

B. THINKING: Explain your thinking – why you selected that approach. Why did you choose to do it that way? (if asked for feedback and consideration of alternatives)

C. OUTCOME: What was the result? What was the impact?

D. LEARNINGS: What did you learn away from that experience? (ask for principles or rules of thumb)

E. APPLICATION: Describe a time when you used those lessons in different situations.

**IDENTIFY THEMES FROM CANDIDATE'S RESPONSES:** (Check all that apply)

**NEGATIVE THEMES TO WATCH OUT FOR:**

☐ Limited critical thinking ☐ Lack of self-awareness or awareness ☐ Lack of communication skills ☐ Lack of problem-solving skills ☐ Lack of initiative ☐ Lack of leadership skills ☐ Lack of teamwork skills ☐ Lack of communication skills ☐ Lack of problem-solving skills ☐ Lack of initiative ☐ Lack of leadership skills ☐ Lack of teamwork skills

**POSITIVE THEMES TO LOOK FOR:**

☐ Critical thinking ☐ Self-awareness or awareness ☐ Communication skills ☐ Problem-solving skills ☐ Initiative ☐ Leadership skills ☐ Teamwork skills

**OVERALL COMPETENCY RATING:** (How would you rate this person's fit for the position?)

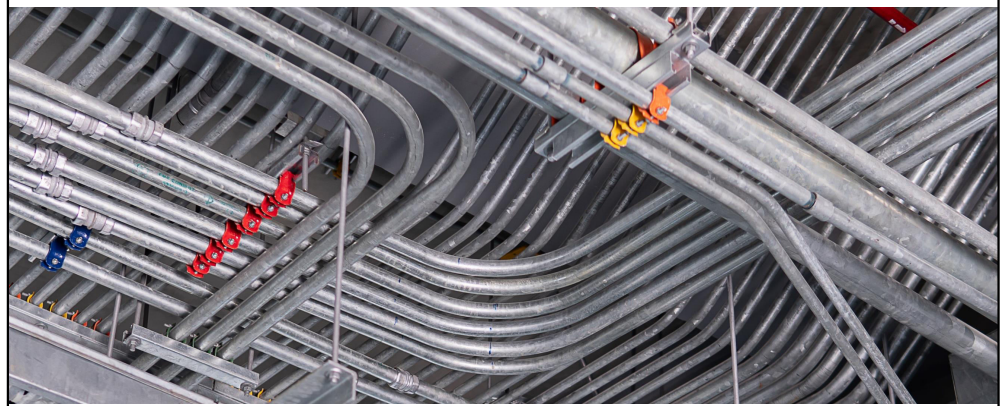
☐ Strongly agrees ☐ Agrees ☐ Neutral ☐ Disagrees ☐ Strongly disagrees

Subject	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Percentile	P = 1-6	Age	Months to Present
Florida State University	100	4	0	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	40%	22.88	40%	22.88
Clemson University	100	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	40%	22.88	40%	22.88
Ohio State University	100	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	40%	22.88	40%	22.88
Texas A&M University	100	4	3	2	4	3	0	1	1	1	1	1	1	1	1	1	1	1	1	1	40%	22.88	40%	22.88
Florida International University	100	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	40%	22.88	40%	22.88
University of South Carolina	100	2	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	40%	22.88	40%	22.88
San Diego State University	100	1	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	40%	22.88	40%	22.88
University of Georgia	100	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	40%	22.88	40%	22.88
UMD Eastern	100	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	40%	22.88	40%	22.88
Arizona State University	100	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Shaw State University	100	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
California State University-Chico	100	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	40%	22.88	40%	22.88
Appalachian State University	100	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	40%	22.88	40%	22.88
James Madison University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
University of Central Florida	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
University of Arkansas	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
UMD Western	100	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	40%	22.88	40%	22.88
University of Tennessee	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Cornell State University	100	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Georgia College & State University	100	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Western Michigan University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
University of Oregon	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
University of Illinois	100	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Adrian University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
University of Detroit	100	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
New Mexico State University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
San Jose State University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Waynesburg University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
University of Delaware	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Michigan State University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Oregon State University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Utah State University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
California State University-Los Angeles	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Shaw State University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
University of Alabama	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
University of Massachusetts	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Rutgers University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Florida Atlantic University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88
Washington State University	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40%	22.88	40%	22.88

## Right Management & Leadership



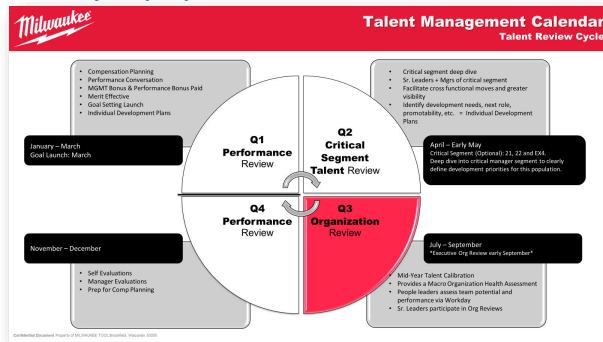
## People Investment





## People Plan

- Be intentional with your people and communicate!



CFO asks CEO: "What if we spend money training our people and they leave?"

CEO: "What happens if we don't invest, and they stay?"





## Culture

### A CULTURE BUILT FOR DISRUPTIVE INNOVATION



**Our Culture Drives Disruptive Innovation in Everything We Do**

We are a User Focused, Solution-Driven organization rooted in a culture of Candid communication leveraging Extreme Ownership with a Disruptive Mindset, while driving Relentless Improvement. We harness our Speed, Agility, and Urgency across the business, with the best people working as One Team.

NECA NOW 2025



## Strategic Plan

Right People on the Bus  
+  
Right Management and Leadership Strategy  
+  
Right Investment  
+  
Right Plan  
=  
Culture

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Please Complete the Online Evaluation

