

# Manager Retention Awareness-Building Checklist

Novartis created a checklist to help managers evaluate retention risks among their team and provide managers with simple guidelines on how to minimize turnover risks for key staff.

## Company Snapshot

**Industry:** Pharmaceuticals  
**Employees:** More than 75,000  
**Revenue:** US\$10 B- US\$50 B  
**Global Reach:** Operations in 140 locations worldwide

## CHALLENGE

Line managers struggle to retain their key staff for the following reasons:

- Lack understanding about the broad range of factors that can affect turnover risk.
- Make limited or inefficient retention investments.
- Lack a sense of ownership of retention outcomes on their team.

## SOLUTION HIGHLIGHTS

### 1. Retention Risk Assessment Drives Manager Awareness About Engagement of Key Talent

Instead of assuming that individual managers intuitively know whether key talent are at risk of leaving the organization, Novartis has managers regularly complete a retention risk assessment for critical employees. The assessment segments retention risk factors into four categories, making the concept of engagement tangible and measurable.

#### Retention Risk Assessment: Manager Questions (Partial)

*Illustrative*

##### Part I: Manager-Employee Relations

Do I maintain an open, trusting, and mutually respectful relationship with this employee?  
 ...

##### Part II: Employee's Work-Life Balance Satisfaction

Do I understand if the working environment fits with this employee's personal and career needs?  
 ...

##### Part III: Employee's Job-Interest Alignment

Do I know if the employee's values are consistent with the organization's values and culture?  
 ...

##### Part IV: Employee's Career Goals

Do I know if the employee's current work is aligned with his or her long-term goals?  
 ...

##### Retention Risk (Based on Number of "No"s)

### 2. Action Plan Framework Highlights Manager Ability to Increase Key Talent Engagement

To drive manager ownership of critical talent retention outcomes, Novartis follows up the retention risk assessment with a customizable retention action plan. Because these lists follow the same framework that stresses low-intensity solutions, managers can easily scale their "to-do" list activities for multiple at-risk key staff.

## Additional Information

CLC HR members can access *The Disengaged Star: Four Imperatives to Reengage High-Potential Employees* for the full case profile, along with an [Excel version of the full checklist](#).

**Not a member? Contact us for more information.**

Source: CLC Human Resources research; *The Disengaged Star: Four Imperatives to Reengage High-Potential Employees*, Arlington, VA: The Corporate Executive Board, 2010.