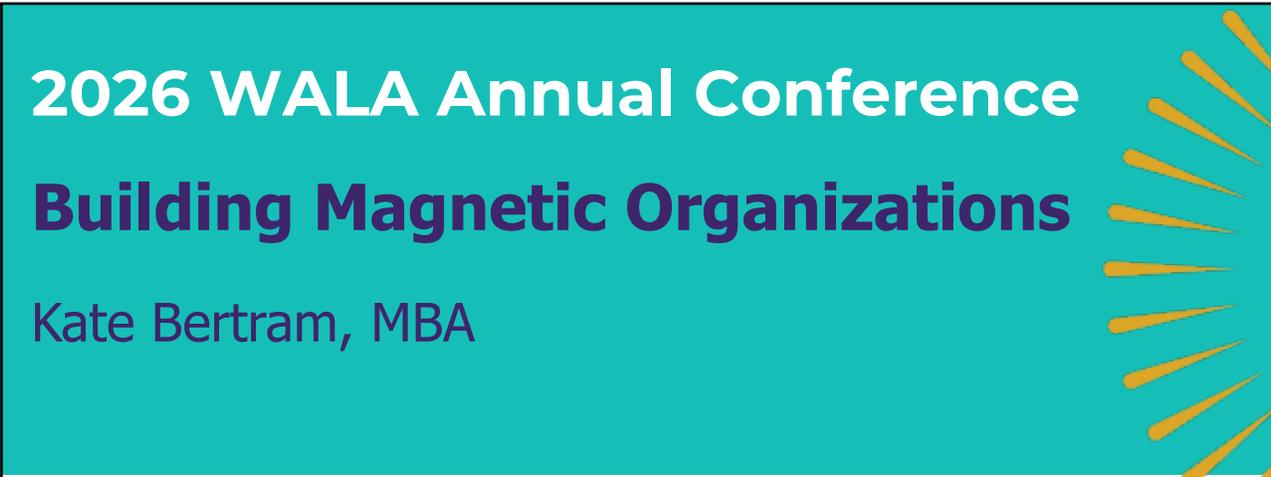


# 2026 WALA Annual Conference

## Building Magnetic Organizations

Kate Bertram, MBA



# ENCORE!

Creating **MORE** Success

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## TODAY'S AGENDA

01	Introducing Stickiness
02	Leadership
03	Courage, Trust, Accountability
04	Engagement
05	Hiring Practice
06	Orientation
07	Development
08	Total Rewards



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### OUR INDUSTRY EXPERIENCES:

Talent Shortages

Changing Expectations

Fierce Competition

Burnout & Disengagement

CREATING STICKINESS

3

### WHAT DO TEAM MEMBERS WANT:

A clear path forward

Skills that matter in their roles

Feedback that helps them grow

Confidence that they're not stuck

Their personal needs are met

CREATING STICKINESS

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## INTRODUCING STICKINESS

A strategic environment that supports your team members through **engagement**, **meeting unmet needs**, and **offering a workplace where they want to stay**.

### A STICKY CULTURE SHOWS UP IN:



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- ### FIVE INGREDIENTS TO A STICKY ENVIRONMENT
- LEADERSHIP
  - COURAGE
  - TRUST
  - ACCOUNTABILITY
  - ENGAGEMENT

- ### FOUR STICKY ORGANIZATIONAL COMPONENTS
- HIRING PRACTICES
  - ORIENTATION
  - DEVELOPMENT
  - TOTAL REWARDS



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# STICKY ORGANIZATIONAL ARCHITECTURE

- MISSION ALIGNMENT
- CROSS FUNCTIONAL PODS
- CULTURAL GLUE
- TRANSPARENT GUARDRAILS
- LIVING, BREATHING STRATEGY
- SAFE-TO-TRY SANDBOX
- SHARED WINS & PERSONAL QUESTS
- EMPOWERING TOOLS, NOT BURDENS
- ROBUST TALENT ECOSYSTEM
- TOTAL REWARDS WITH HEART
- LIVED NON-NEGOTIABLES
- CELEBRATED SCORECARDS




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*Side Note!*

# CHANGE YOUR LANGUAGE

<b>Facility</b>	Eliminate the F-word! You're not a facility. You're an organization. You're a <b>COMMUNITY</b> .
<b>Employee</b>	That's a budgeting term. You have <b>TEAM MEMBERS</b> , part of a collective effort.
<b>Manager</b>	You have <b>LEADERS</b> . These leaders take your team from where they are to where you're going.
<b>Benefits</b>	You offer more than benefits. In fact, team members think of benefits in a limited view. Present everything under <b>TOTAL REWARDS</b> .
<b>Corporate</b>	Yes, you may run a corporation, but what you really are is supporting the communities. Consider calling your corporate office, a <b>SUPPORT CENTER OR HUB</b> . Think of something unique.



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# INGREDIENT #1



GREAT LEADERS ARE NOT THE BEST AT EVERYTHING. THEY FIND PEOPLE WHO ARE THE BEST AT DIFFERENT THINGS AND GET THEM ALL ON THE SAME TEAM.

# LEADERSHIP

*Organizational leadership isn't about control—it's about creating the conditions where people can do their best work with purpose and clarity.*



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# LEADERSHIP

## STICKY WAKE-UP CALL EVERY LEADER NEEDS TO HEAR

- Your title makes you a manager, your people make you a leader. Don't confuse the two.
- If your team's failing, look into the mirror.
- If your team's afraid to speak up, you've already failed as a leader.
- Don't just set the pace; set the standard. Excellence is contagious.
- If you can't handle criticism, you're not fit to lead.
- If you're not accountable, you're not credible. Own your mistakes.
- Don't preach teamwork and then play favorites. Hypocrisy KILLS culture.
- Your team doesn't work for you. You work for them. Serve to lead.
- Stop micromanaging. If you don't trust your team, why should they trust you?
- If your actions don't inspire, your words won't. Lead by example.
- If you're not developing your team, you're diminishing them. Step up or step aside.
- A leader takes the blame and shares the fame. No exceptions.



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# LEADERSHIP

## WHAT MAKES A LEADER STICKY?

- They think strategically.
- They adapt.
- They're emotionally intelligent.
- They build trust.
- They grow people.
- They hold people accountable, including themselves.
- They make clear, timely decisions.
- They resolve conflict.
- They live your values, not just when the camera is on.
- They communicate like humans.



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# LEADERSHIP

## 8 PHRASES LEADERS SAY TO MAKE TEAMS STONGERS

### BOSS

- Do it my way.
- Don't mess up again.
- You're on your own.
- That's what you're paid for.
- You need to prove yourself.
- Figure it out yourself.
- This is how we will do it.
- We need to do more.

vs.

### LEADER

- I trust your judgement. —→ Builds confidence and autonomy.
- Let's learn from this. —→ Turns mistakes into growth opportunities.
- How can I support you? —→ Shows commitment to the team's success.
- Thank you for your efforts. —→ Expresses gratitude and value.
- I believe in you. —→ Instills confidence and motivation.
- Let's solve this together. —→ Promotes teamwork and shared responsibility.
- What are your thoughts? —→ Encourages input and collaboration.
- Great job on that. —→ Boosts morale and motivation.

*Words have the power to shape or break a team.  
 Leaders use them to build a team up. Bosses tear them down.*

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# LEADERSHIP

## NICE LEADER

**Personable and Friendly**  
Prioritize creating a friendly atmosphere. They often focus on building rapport and maintaining a pleasant demeanor.

**Conflict-Avoidant**  
May avoid difficult conversations with others, even when they might have differing opinions. This can lead to lack of authenticity.

**Agreeable**  
Tend to agree with others to avoid discomfort.

**Focus on Pleasing**  
Style may emphasize making everyone happy, leading to compromises that aren't always in the organization's best interest.

**Short-term Relationships**  
Often build relationships based on likeability rather than trust and respect.



## KIND LEADER

**Empathetic and Compassionate**  
Demonstrate genuine care and concern for their team member's well-being, understanding their needs and feelings.

**Courageous in Communication**  
Willing to have tough conversations when necessary, showing respect for individuals while addressing issues directly.

**Principled and Authentic**  
Uphold their values and principles, even when uncomfortable. They prioritize honesty and integrity over mere agreeability.

**Empowerment**  
Prioritize empowering and helping others grow, often placing a higher value on collaboration and mutual support.

**Long-term Relationships**  
Invest in building trust and respect, fostering more profound and meaningful connections with team members.





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# LEADERSHIP

## Culture lives in the middle of your organization.

- Leaders aren't just at the top of the organization or your community.
- Your leaders are both formal and informal. They may include:
  - *Department Heads*
  - *Trainers*
  - *Peer mentors*
  - *Schedulers*





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## INGREDIENT #2

# COURAGE

*Courage is the most important of all the virtues because, without courage, you can't practice any other virtue consistently.*

-Maya Angelou



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# COURAGE

## COURAGEOUS

- ➔ Confronts issues with respect and determination
- ➔ Do what is right, not just what is easy.
- ➔ Inspires innovation and accept responsibility for failures.
- ➔ Advocates for their teams.
- ➔ Listen to their teams and encourages feedback.

## NON-COURAGEOUS LEADERS

- ➔ Avoid conflict, sugarcoat problems, or remain silent.
- ➔ Hesitates to make decisions to evade responsibility.
- ➔ Stifles new ideas and shift blame onto others.
- ➔ Remains silent to safeguard their image.
- ➔ Avoids feedback and quietly exit these conversations.



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# COURAGE

**HOW TO SPOT COURAGE (AND COWARDICE) IN LEADERSHIP**

*Pay attention to what people do when it's hard.*

- Do they confront tough issues and conversations head-on or hide behind HR?
- Do they stay true to principles during difficult times (ethical choices, unpopular yet necessary actions) or easily succumb to pressure from louder voices or fear criticism?
- Do they make the ethical choices or the convenient ones?
- Are they willing to take calculated risks and support their teams, even when mistakes occur, or do they impose harsh penalties for failure and cling to the status quo?
- Do they share the spotlight or hog it?
- Do they lift others up, or subtly push them down?
- Do they invite feedback, or avoid it like the plague?



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# COURAGE

**HOW TO BUILD A COURAGEOUS CULTURE**

- Make it safe to speak up
- Reward the brave, not just the best
- Show your own scars
- Teach the "how"
- Celebrate integrity

**SMALL ACTS OF COURAGE, BIG ORGANIZATIONAL IMPACT**

- Speak the truth, even when your voice shakes.
- Ask the uncomfortable question in a staff meeting.
- Say "no" when you need to that protects your teams' well-being.
- Admit when you're in over your head and ask for help.
- Try something new, knowing it might not work out.



**IF YOU WANT A HIGH-PERFORMING TEAM, START BY MAKING PEOPLE FEEL SAFE TO SPEAK UP.**



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INGREDIENT #3

# TRUST

*The best way to find out if you can trust somebody is to trust them.*  
– Ernest Hemingway



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# TRUST



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# TRUST

## DO YOU MICROMANAGE OR DO YOU TRUST? YOUR WORDS CAN SHAPE OR BREAK YOUR TEAM'S SUCCESS

### MICROMANAGE



- ✗ "I need to approve everything you do."
- ✗ "Why weren't you online at 9 AM?"
- ✗ "Don't make any decisions without my input."
- ✗ "Why didn't you follow my instructions word for word?"
- ✗ "Update me on every step of the process."
- ✗ "This isn't good enough. I would have done it differently!"
- ✗ "You need to speed this up. We're wasting time."
- ✗ "I want to see every draft before its sent."
- ✗ "Why do I always have to x double-check your work?"
- ✗ "Stick to what I said. Don't change anything."

### TRUST



- ✓ "Keep me updated on progress. I trust you'll make the right calls."
- ✓ Work when you're most productive. I care about the results, not the clock."
- ✓ "I trust your judgment. Let me know if you need support."
- ✓ "I love your unique approach. What led you to try it this way?"
- ✓ "Keep me in the loop on key updates I trust you'll handle the details!"
- ✓ "I like the direction you're going. Walk me through your thought process."
- ✓ "Are there any blockers slowing you down I can help remove?"
- ✓ "Go for it. Share the final version when you're happy with it!"
- ✓ "I trust your attention to detail. Let me know if you face any challenges."
- ✓ "Feel free to adjust if needed. I know you'll make the right call."



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# TRUST

## THE LEADERSHIP PARADOX

### OVERTRUSTING

- LEADER DISAPPEARS
- NO GUIDANCE
- UNCLEAR GOALS
- VAGUE EXPECTATIONS
- "JUST RUN WITH IT"
- NO CHECK-INS
- NO FEEDBACK
- NO FOLLOW-UP
- TEAM LEFT GUESSING
- ACCOUNTABILITY FADED

### STICKY TRUST

- CLEAR GOALS
- DEFINED ROLES
- TRUST WITH STRUCTURE
- ROOM TO DECIDE
- REGULAR CHECK-INS
- SUPPORT WHEN NEEDED
- TWO-WAY FEEDBACK
- ACCOUNTABILITY STAYS HIGH
- OUTCOME FOCUSED

### MICROMANAGING

- OVER-CONTROL
- HOVERING
- CONSTANT CHECK-INS
- SECOND GUESSING TEAM
- REWRITING WORK
- RIGID PROCESSES
- NO AUTONOMY
- BOTTLENECKING DECISIONS
- KILLS CREATIVITY
- BURNOUT FOLLOWS

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INGREDIENT #4



**ACCOUNTABILITY** ⚡  
THE UNSUNG  
SUPERPOWER OF STICKY  
ORGANIZATIONS

# ACCOUNTABILITY

*Failing to hold someone accountable is ultimately an act of selfishness.*  
- Patrick Lencioni



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## ACCOUNTABILITY

When accountability goes missing, your organization is a sinking ship?



*Morale tanks*

*Blame replaces ownership*

*Trust disappears*

*Performance flatlines*

*Decisions get sloppy*



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# ACCOUNTABILITY

## Why does Accountability feel so hard?

<i>We fear conflict.</i>	<i>We want to keep the peace.</i>	<i>We're afraid of retaliation.</i>
<i>We weren't trained for this.</i>	<i>We don't have clear expectations.</i>	<i>We're running out of time.</i>

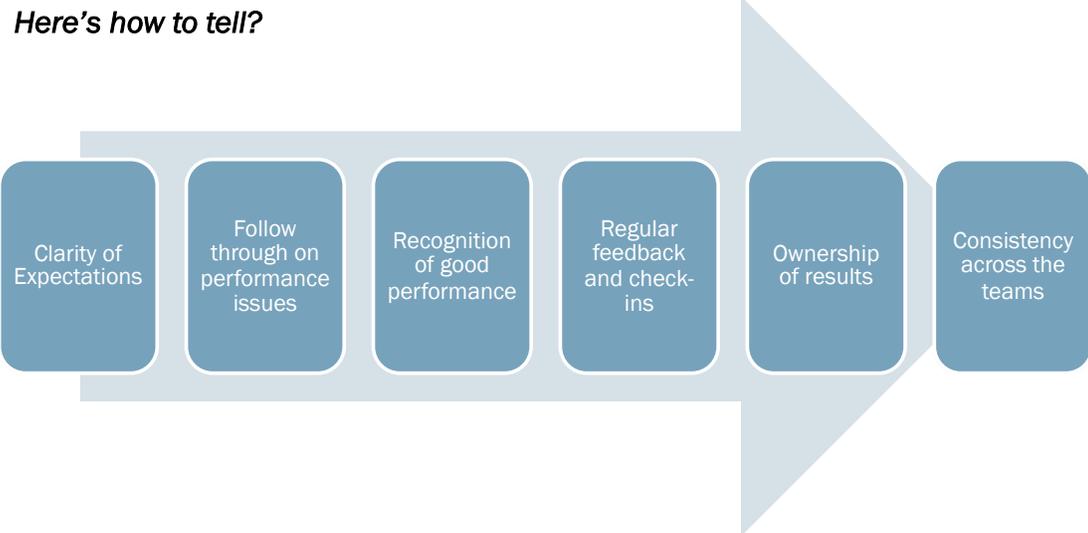


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# ACCOUNTABILITY

## Is your leadership accountable?

*Here's how to tell?*



- Clarity of Expectations
- Follow through on performance issues
- Recognition of good performance
- Regular feedback and check-ins
- Ownership of results
- Consistency across the teams

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## INGREDIENT #5

# ENGAGEMENT

*Train people well enough so they can leave.  
Treat them well enough so they don't want to.*  
— Richard Branson



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# ENGAGEMENT

## People don't leave jobs.

- They leave leaders.
- They leave cultures.
- They leave environments where they don't feel seen, valued, or inspired.

Sticky organizations? They get this. They don't **just** offer snacks in the breakroom or ping-pong tables in the lounge.

They build workplaces that make people **want** to stay, not because they have to, but because they **can't imagine** doing their best work anywhere else.



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## ENGAGEMENT

### *Engaged Team Members:*

- Put in discretionary effort (not because they have to, but because they want to)
- Think like owners
- Stay longer
- Delight residents and their families
- Bring new ideas to the table



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## ENGAGEMENT

### *When Team Members are Engaged:*



- Productivity soars
- Turnover slows
- Innovation flourishes
- Profit increases



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# ENGAGEMENT

## Engagement vs. Retention: Know the difference

*Engagement is the spark. Retention is the result.  
Engagement means people care. Retention means they stay.*

Here's the twist:

High retention *without* engagement is a dangerous phenomenon. It means people are hanging around because it's comfortable, not because they're contributing.

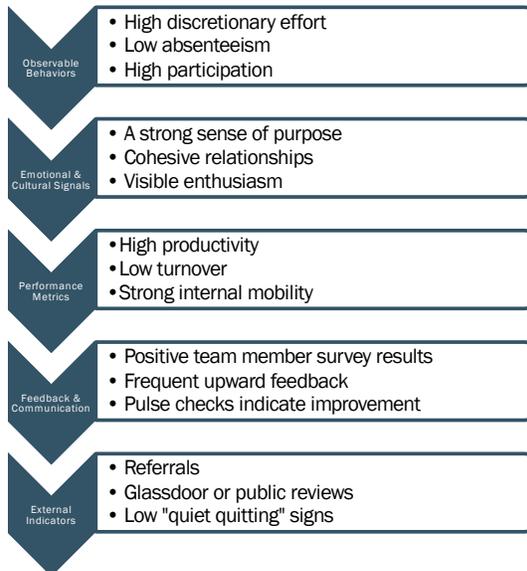
High engagement *without* retention? That's painful, too. You have amazing people who leave because they see no future or growth path.



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# ENGAGEMENT

## Measuring Engagement



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# ENGAGEMENT

## Engagement without Gimmicks

Real engagement isn't about pizza parties.

It's about purpose, progress, and people.

<b>Clarity</b>	Team members need to know what success looks like.
<b>Autonomy</b>	Micromanagement kills engagement. Empowerment feeds it.
<b>Growth</b>	Give people a future, or they'll find it somewhere else.
<b>Recognition</b>	Say thank you. Celebrate wins often.
<b>Belonging</b>	Inclusion isn't a trend—it's oxygen.
<b>Feedback</b>	Make it regular, specific, and two-way.



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# ENGAGEMENT

## Creating a Positive Work Environment

- Effective Communication Strategies
- Setting Clear Goals and Expectations
- Providing Opportunities for Development
- Recognition and Reward Systems
- Empowerment and Autonomy
- Monitoring Engagement Levels

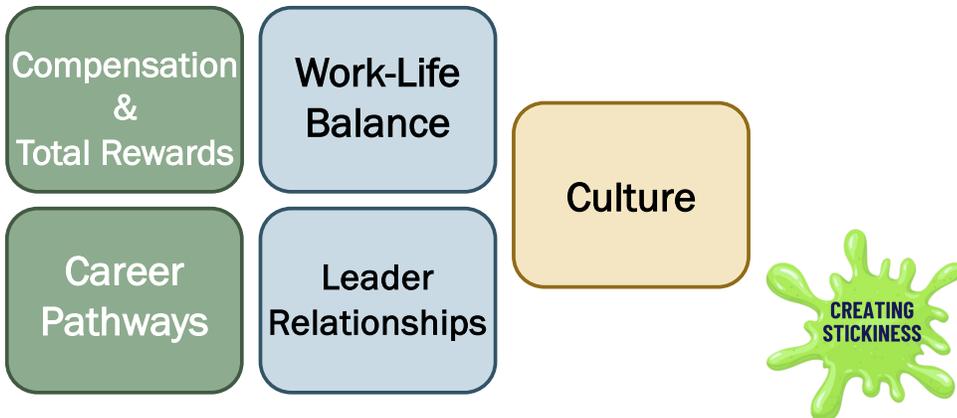



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## ENGAGEMENT

### Retention Done Right

Retention isn't about chaining people to their desks. It's about giving them a reason to stay:

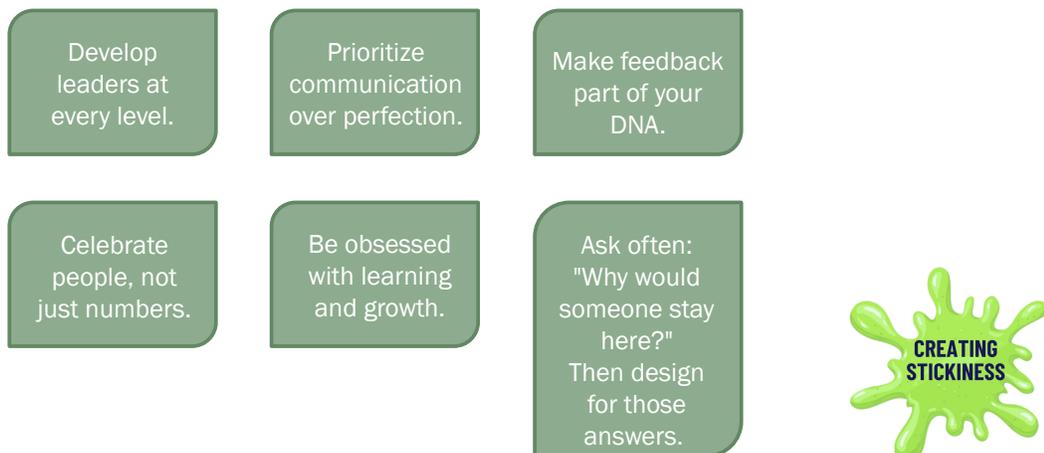


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## ENGAGEMENT

### Creating a Culture Where People Stick

If you want to build a *sticky* organization:



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COMPONENT #1

# HIRING PRACTICES

*The secret of my success is that we have gone to exceptional lengths to hire the best people in the world.*  
— Steve Jobs



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COMPONENT #1- HIRING PRACTICES

Are you most concerned with time-to-fill the position or establishing a hiring criteria and hiring to it?



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## COMPONENT #1- HIRING PRACTICES

Hiring and Orientation are #1 key component to building a magnetic culture.

The first 90 days are critical, but the first week tells your new team member who you really are.



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## COMPONENT #1- HIRING PRACTICES

### What Happens When You Get It Right?

**When hiring is intentional and aligned with culture:**

- *Engagement soars* because people feel a sense of belonging.

- *Turnover drops* because hires are a fit from day one.

- *Performance improves* because you bring in the right capabilities.

- *Culture strengthens* because every new hire adds the right energy.

- *Cost per hire drops* because you stop churning through talent. It's not magic. Its design.

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## COMPONENT #1- HIRING PRACTICES

### What Happens When You Get It Wrong?



- High turnover



- Wasted resources



- Team disruption



- Brand damage



- Burned-out hiring leaders.

Mis-hires are expensive, exhausting, and avoidable.



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## COMPONENT #1- HIRING PRACTICES

### Clear Hiring Practices

- Developing a hiring framework that aligns with your organization's vision requires crafting a structured process that ensures new hires share the organization's values, possess the necessary skills, and are motivated by the organization's long-term goals.
- Having structured and effective hiring practices is crucial because they directly impact an organization's quality, efficiency, and culture.



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# COMPONENT #1- HIRING PRACTICES

## Why Clear Hiring Practices are Vital

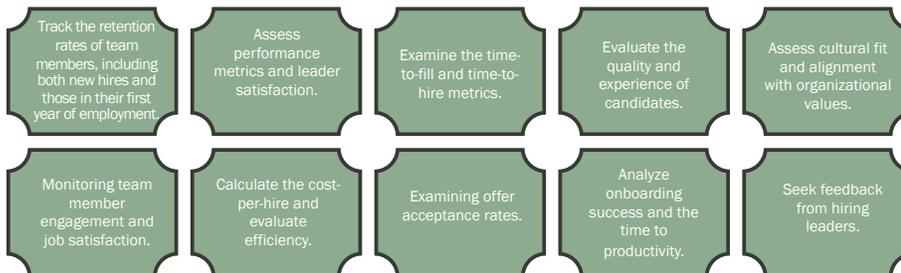


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# COMPONENT #1- HIRING PRACTICES

## Evaluating the Effectiveness of your Organization's Hiring Practices

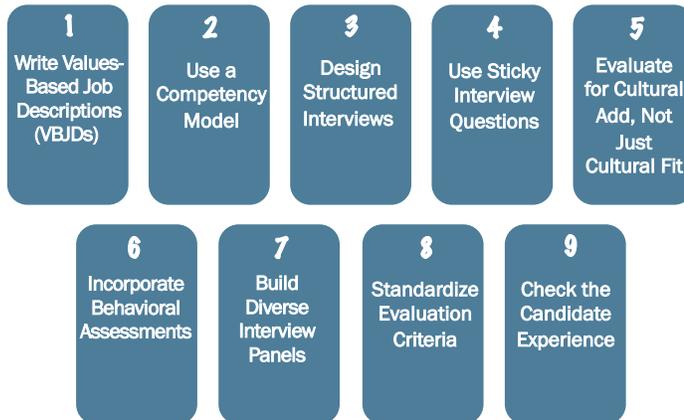
To evaluate the effectiveness of your hiring practices, assess several key metrics and gather feedback at various stages of the hiring process.



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## COMPONENT #1- HIRING PRACTICES

### How to Build a Strong Hiring Framework



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## COMPONENT #1- HIRING PRACTICES

### Make Hiring a Team Sport

Hiring isn't HR's job.  
It's everyone's responsibility.

- Train leaders to interview well.
- Empower teams to be brand ambassadors.
- Align recruiters and hiring leaders.
- Gather regular feedback. Refine the process.



*Hiring is how you build your culture... one decision at a time.*

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## COMPONENT #2

# ORIENTATION

*The way you welcome team members sets the tone for everything that follows.  
Orientation is not a checklist; it's a cultural handshake.*



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## COMPONENT #2- ORIENTATION

### Orientation is your First Promise

Every moment of orientation says something about who you are.

- Are you organized?
- Transparent?
- Do you care?

Orientation isn't about checking boxes. It's about lighting a spark. Because when you get this right, your new team members don't just stay; **they thrive.**



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## COMPONENT #2- ORIENTATION

*The way you welcome team members sets the tone for everything that follows. Orientation is not a checklist; it's a cultural handshake.*

- Day One is not just a formality. It's your first real chance to show new team members who you are, what you believe, and how much you value them.
- Orientation is your organization's first impression—and just like in life, first impressions matter. Let's be honest: you don't get a second chance to make someone feel like they belong. So, let's stop treating orientation like a stack of PowerPoints and policies and start treating it like what it is—the launchpad for long-term loyalty.



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## COMPONENT #2- ORIENTATION

### Orientation Starts Before Day One

Sticky orientation begins well before the first day. Your new team members must be engaged when they accept the offer. Contact before day one must be:

- Consistent
- Purposeful
- Meaningful
- Convey genuine excitement

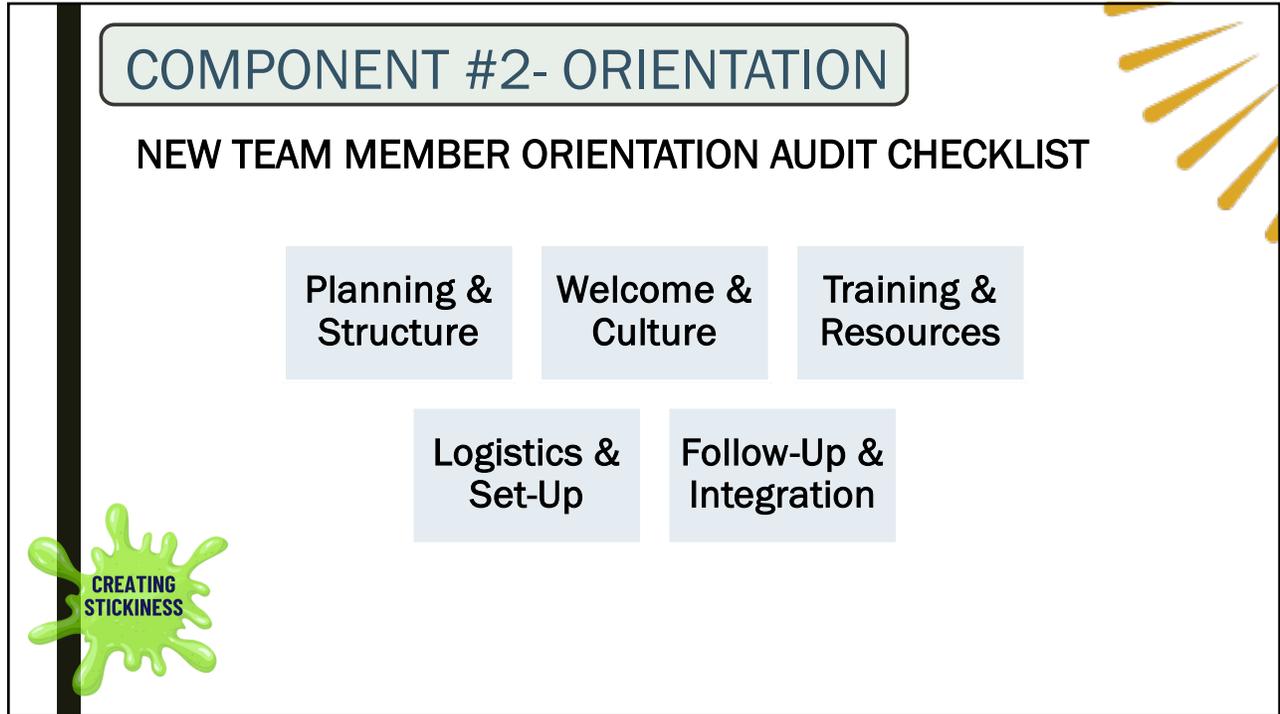
Orientation begins *before* the first handshake. Once the offer is accepted, the onboarding experience should begin:

- A welcome email that feels personal, not canned
- A phone call from their new leader (not HR)
- An agenda that sets expectations and builds excitement

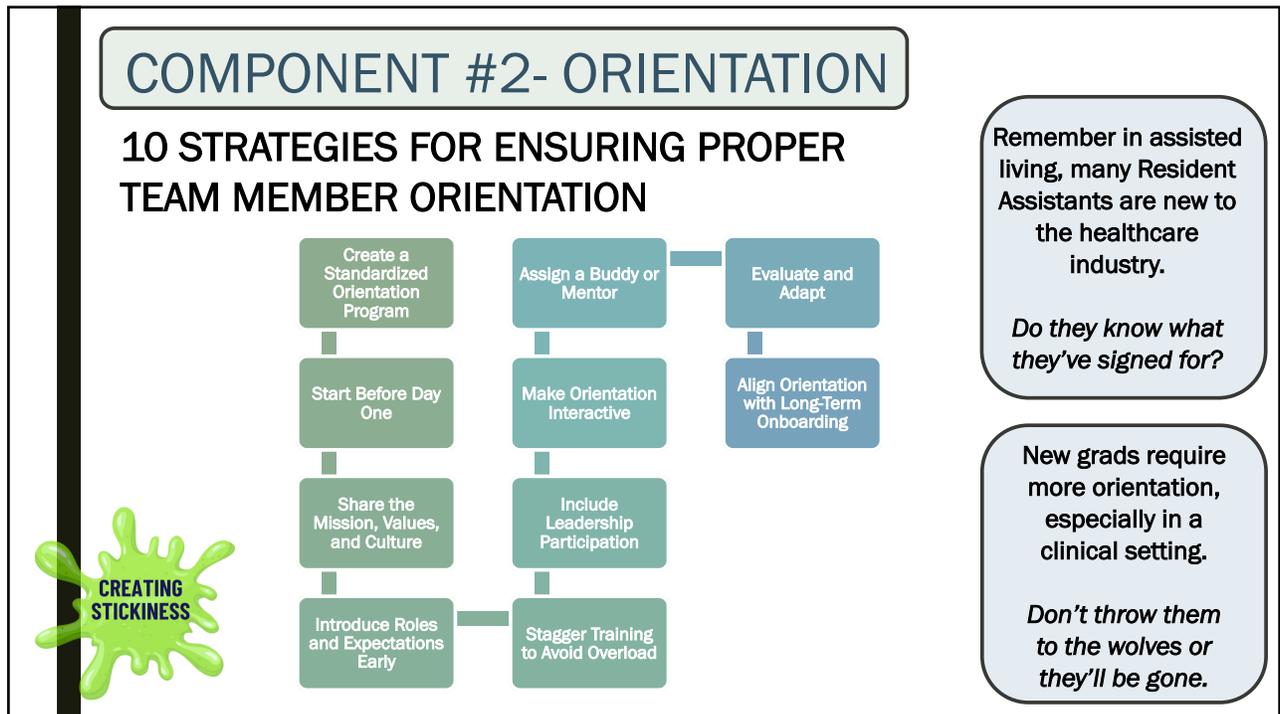


*These small touches shout,  
"We're ready for you. We're glad you're here."*

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## COMPONENT #2- ORIENTATION

### Orientation=Connection, Clarity, and Culture

When done right, orientation isn't just helpful—it's transformative.

**Belonging**

New hires feel like they're already part of something bigger.

**Confidence**

Clear expectations + early wins = motivated team members.

**Engagement**

Culture and values come alive, not just on posters, but in conversations.



Think of it this way: orientation is onboarding's soul. It's where new team members decide, "Yes, I made the right choice."

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## COMPONENT #2- ORIENTATION

### The Business Case (Because it's not just feel-good stuff)

**2.6**

Team members who experience a great onboarding process are 2.6 times more likely to be satisfied.

**69%**

Positive onboarding increases the chance of staying three years by 69%.

**82%**

Effective orientation improves retention by up to 82%.

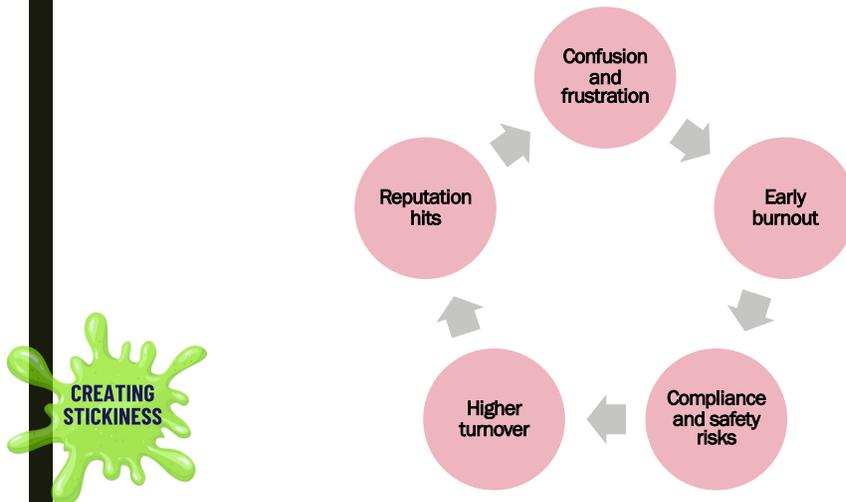


You can't afford not to get this right. The case for a strong orientation is quite clear- it is the foundation for your new team member's success.

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## COMPONENT #2- ORIENTATION

### When Orientation Goes Wrong (Cue the cringe)

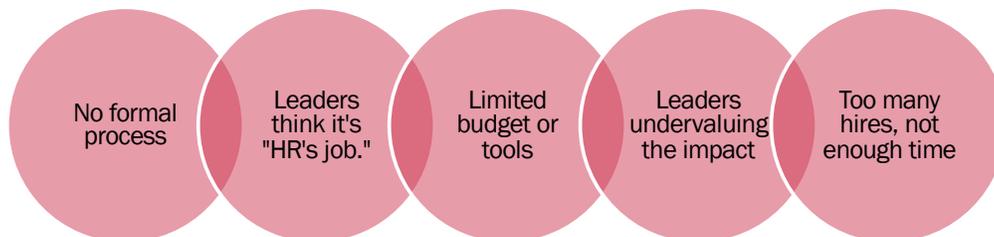


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## COMPONENT #2- ORIENTATION

### Barriers to a Great Orientation

Common barriers:



But here's the truth:  
If you don't invest in orientation, you're paying for it somewhere else—in turnover, disengagement, or bad PR.

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## COMPONENT #2- ORIENTATION

### Evaluating your Organization's Orientation Plan

To effectively assess your organization's orientation plan, you should evaluate it across multiple dimensions. Drilling down into each dimension involves asking the following questions:

Process & Structure Assessment	Team Member Feedback	Performance & Engagement Metrics
Leader & Buddy Involvement	Content & Delivery Quality	Continuous Improvement Process



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## COMPONENT #2- ORIENTATION

### Make Orientation Sticky: Build Trust, Courage & Accountability

<b>Builds Trust</b>	<ul style="list-style-type: none"><li>• Information is transparent</li><li>• Promises are kept</li><li>• Leaders show up prepared</li></ul>
<b>Builds Courage</b>	<ul style="list-style-type: none"><li>• Feedback is encouraged early</li><li>• Leaders share real stories, not just policies</li><li>• New hires feel safe asking questions</li></ul>
<b>Builds Accountability</b>	<ul style="list-style-type: none"><li>• Expectations are clear</li><li>• Follow-through is modeled, not just preached</li><li>• Roles and goals are discussed up front</li></ul>



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## COMPONENT #2- ORIENTATION

### Orientation Talking Points: Trust

*"We are committed to transparency."*

*"Here's what you can expect from our leadership and how we'll keep you informed regularly."*

*"You have been a part of the team since day one."*

*"Let us introduce you to your support system: mentors, leaders, and colleagues."*

*"We will follow through on our promises."*

*"If we say something during orientation, we mean it—and we'll act on it."*



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## COMPONENT #2- ORIENTATION

### Orientation Talking Points: Courage

*"Your voice matters—even on day one."*

*"If you have ideas or concerns, we want to hear them—even if you're still learning."*

*"We encourage questions."*

*"There's no such thing as a bad question here—ask away, challenge what doesn't make sense, and help us grow too."*

*"We value learning, not perfection."*

*"Mistakes happen. We support you when you try new things and own your growth."*



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## COMPONENT #2- ORIENTATION

### Orientation Talking Points: Accountability

"Here's what success looks like in your role."

"We'll provide clear expectations, timelines, and resources so you can take ownership from the start."

"We all hold each other accountable."

"That includes leadership. If you see something that doesn't align with our values, we want you to say something."

"You'll receive regular feedback and check-ins."

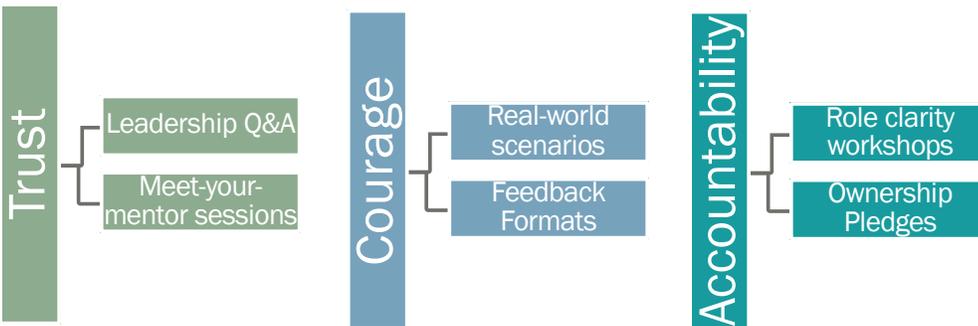
"We'll work together to set goals and stay aligned."



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## COMPONENT #2- ORIENTATION

### Orientation Activities that Actually Work



Forget the binder and 6-hour slideshow!

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## COMPONENT #2- ORIENTATION

### Bring Your Culture to Life

Cultural onboarding isn't fluff. It's how people learn how your organization really works.



#### KEY ELEMENTS TO INCLUDE IN CULTURAL TRAINING



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## COMPONENT #3- DEVELOPMENT

# DEVELOPMENT

*When you invest in team member development, you're not just building skills—you're building loyalty, purpose, and the future of your organization.*



**ALWAYS BET ON THE EMPLOYEE WHO USES THEIR SPARE TIME TO KEEP LEARNING.**



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## COMPONENT #3- DEVELOPMENT

### What is Development Planning?

Development planning is a collaborative and intentional process in which leaders and team members work together to identify strengths, areas for growth, and long-term goals. Then, they develop a plan to make it happen, with clear timelines, milestones, and genuine support.



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## COMPONENT #3- DEVELOPMENT



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## COMPONENT #3- DEVELOPMENT

### GROW PEOPLE, GROW THE BUSINESS

People don't leave jobs. They leave stagnation.  
A development plan is your answer to that. It says:

- "We see you."
- "We believe in your future."
- "Let's build it together."

Don't just develop talent, unleash it.



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## COMPONENT #3- DEVELOPMENT

Development Planning is critical to organizations.  
It boosts:

### ENAGAGMENT

Team members feel seen, supported, and excited

### RETENTION

People stick around where they can grow.

### PERFORMANCE

Skills improve. Confidence rises. Results follow.

### ADAPTABILITY

Your team can flex with change because they've been trained for it.

### SUCCESSION

You don't panic when someone leaves because you've built a bench.

*The best people have options.  
If you're not helping them grow, someone else will.*

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## COMPONENT #3- DEVELOPMENT

### Components of a Great Development Plan

- Skill & Gap Assessment
- SMART Goals
- Aligned Activities
- Support & Resources
- Timelines & Milestones
- Feedback Loops

TRAIN PEOPLE WELL ENOUGH  
SO THEY CAN LEAVE.  
TREAT THEM WELL ENOUGH  
SO THEY DON'T WANT TO.

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## COMPONENT #3- DEVELOPMENT

### Five Step Development Plan Framework

```
graph TD; A[Access] --> B[Align]; B --> C[Act]; C --> D[Support]; D --> E[Evaluate];
```

- Access** • Identify strengths, gaps, and aspirations
- Align** • The goals to team and organizational needs.
- Act** • Choose activities that build the right skills.
- Support** • Provide resources, time, and encouragement
- Evaluate** • Track progress and adjust the plan.

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## COMPONENT #3- DEVELOPMENT

*Development **MUST** be budgeted for*

Don't make Development an afterthought.

Allocate an amount for each team member

Monitor usage and evaluate whether the programs are being utilized. What and why or why not?



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## COMPONENT #3- DEVELOPMENT



**What team members want?**

A clear path forward

Skills that matter in their roles

Feedback that helps them grow

Confidence that they're not stuck

Their personal needs are met



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## COMPONENT #4- TOTAL REWARDS

# TOTAL REWARDS

*When team members feel rewarded in meaningful ways, they don't just work harder—they work with heart.*



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## COMPONENT #4- TOTAL REWARDS

### What are Total Rewards?

Think of Total Rewards as the **full package**—not just paychecks, but purpose. It tells your team: *"You matter here."*

Done right, it becomes your organization's most powerful retention tool— and one of your boldest cultural statements.

Why they matter?



#### TEAM MEMBERS

- Financial Security
- Well-being & Balance
- Recognition
- Growth Opportunities
- Purpose & Belonging

#### ORGANIZATION

- Provides attraction and retention of team members.
- Makes organizations more appealing to job seekers.



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## COMPONENT #4- TOTAL REWARDS

### Six Segments of a Sticky Total Rewards Program

Compensation	Benefits	Professional Development
Rewards & Recognition	Work-Life Balance	Culture & Environment



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## COMPONENT #4- TOTAL REWARDS

### Unmet Needs: The Invisible Wall between you and them

- If your turnover is creeping up or your culture feels off, chances are unmet needs are lurking in the shadows.
- Unmet needs are the essential supports, resources, or conditions that team members require—but are not currently receiving—that influence their ability to perform, remain engaged, and feel satisfied at work.



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## COMPONENT #4- TOTAL REWARDS

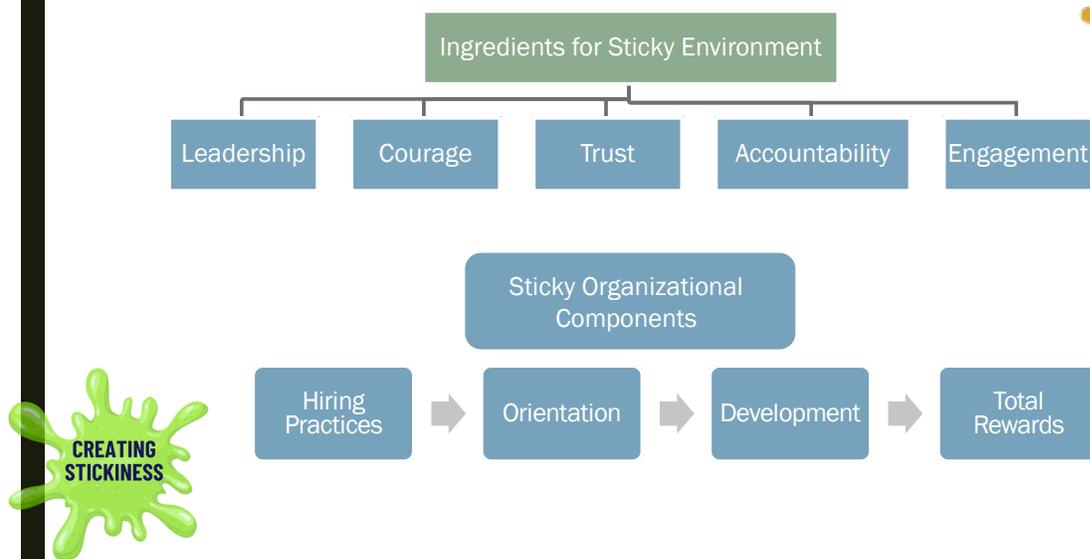
### Unmet Needs: The Invisible Wall between you and them

The unmet needs of team members often differ, but here are some everyday unmet needs that they may encounter:



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## Putting it all Together



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THANK YOU!



For complimentary assessments, email  
Kate at [kate@katebertram.com](mailto:kate@katebertram.com)