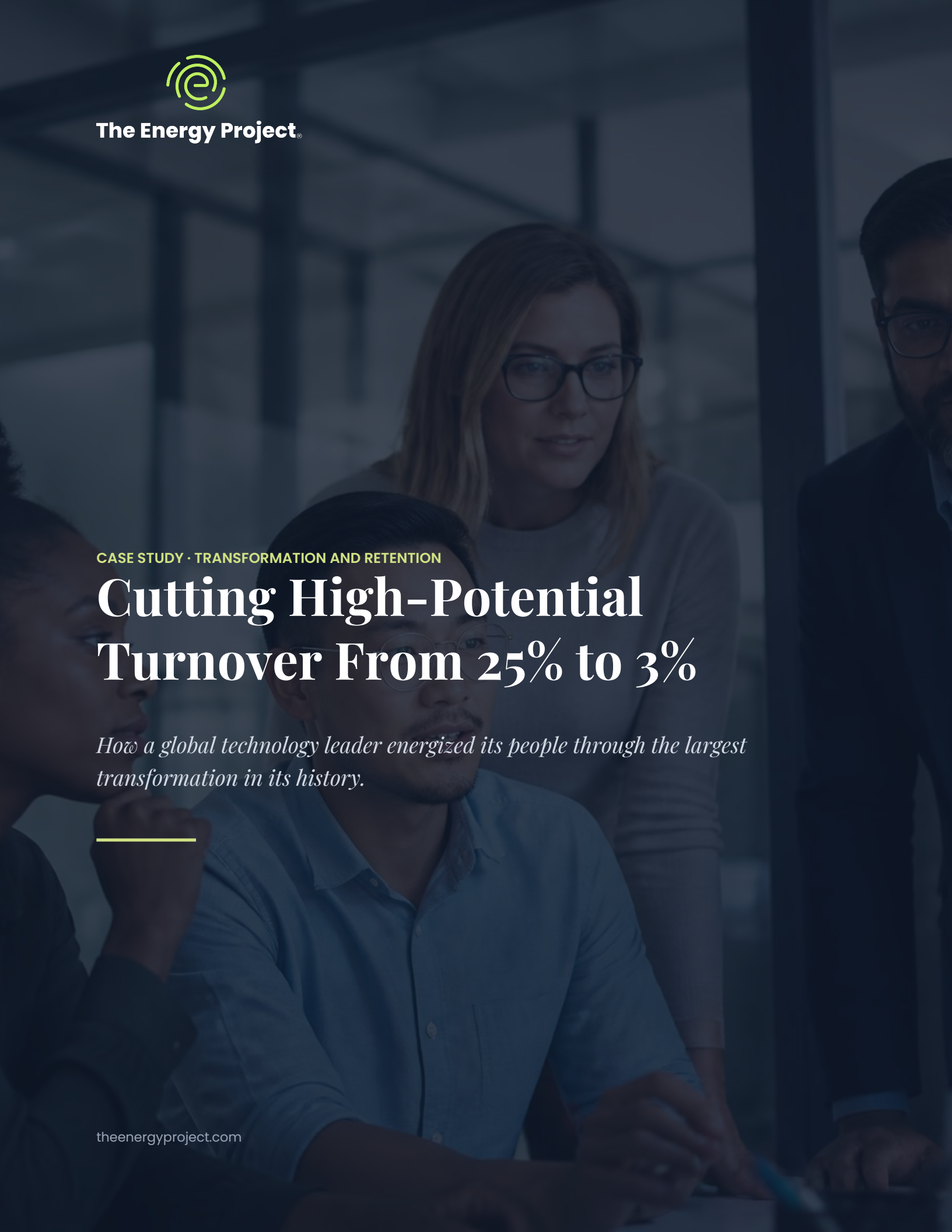

The Energy Project®

CASE STUDY · TRANSFORMATION AND RETENTION

Cutting High-Potential Turnover From 25% to 3%

How a global technology leader energized its people through the largest transformation in its history.

theenergyproject.com

THE SNAPSHOT

INDUSTRY	Software and services
WHO	Top 800 leaders, org-wide rollout
THE BLOCK	Transformation fatigue and brain drain
THE FOCUS	Energy for sustained change

THE CONTEXT

When the business model changes underneath everyone

One of the world's largest technology companies came to us after the biggest change to its business model in its history brought a radical transformation agenda, and with it, a high turnover rate among key high-potential people. Leaders were being asked to protect the existing business and build the new one at the same time, and the market was actively recruiting their best talent.

THE CHALLENGES

Where the organization was getting stuck

- The environment for people ranged from massively increased demands to conflicting objectives, such as preserving existing revenues versus rapidly building the new model.
- Market demand for its most talented people was high, leading to an increased brain drain.
- Leaders and teams were bewildered by the pace of change rather than energized by it.

> *"PeopleFuel is Change Fuel. It radically changed my team's mindset about transformation. From being bewildered and beleaguered, they became energized and passionate about forging their future."*
>
> — Vice President, Customer Service

THE RESULTS

What changed

Over the course of three years, the entire organization experienced our work with an average satisfaction rating of 94%.

Turnover: 25% to 3%

High-potential turnover fell from 25% in year one, to 8% in year two, to 3% in year three.

Beyond the Target

The original goal was 5%. The organization finished well below it and held the gain.

A Successful Transformation

The transformation was highly successful, and our work was consistently cited as a key factor by senior leaders.

94% Satisfaction

Across three years and the full employee population, the work was rated 94% satisfaction on average.

THE KEY INSIGHT

What this story teaches

> Transformation asks a lot of people, so if it's not balanced by investment in them, it can lead to depletion and turnover. When leaders learn to renew their own energy and bring their teams' along in the change, the transformation that was driving talent away becomes the reason people stay.

Ready to fuel your transformation?

Talk to our team at theenergyproject.com/contact-us

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