

Retention is not a percentage. It is a pattern.

A 24-point board diagnostic for locating preventable workforce loss before choosing an intervention.

THE DECISION

Do not approve a retention programme from the company average. Find the cohort, manager, role, tenure point or employee promise where capability is being lost. Score the twelve tests, then install the smallest action the evidence supports.

USE THIS WITH

the chief executive, finance, business leaders and the current people owner.

Score the workforce evidence you can defend.

0 = absent / 1 = partial / 2 = current, segmented and used in decisions

01	Exit definitions Voluntary, employer-led, regrettable and early-tenure exits are separated.	0	1	2
02	Cohort view Exits are cut by manager, role family, level, tenure, site or shift.	0	1	2
03	Business impact Critical capability, client, succession and delivery impact are identified.	0	1	2
04	Manager evidence Manager-level patterns are adjusted for team type, volume and role mix.	0	1	2
05	Stay evidence Current high performers are interviewed before an intervention is selected.	0	1	2
06	Career architecture Priority roles have visible levels, scope, criteria and development routes.	0	1	2
07	Reward integrity Role matching, total reward, market reference and internal equity are tested.	0	1	2
08	Work design Workload, scheduling, tools, approvals and flexibility are examined together.	0	1	2
09	Promise reality Recruitment, role profile, onboarding and actual work are compared.	0	1	2
10	Leading indicators Each action has an operating measure before annual attrition is observed.	0	1	2
11	Ownership Every retention action has a named business owner and review cadence.	0	1	2
12	Decision discipline The chosen action targets a verified cause—not a generic engagement theme.	0	1	2

TOTAL

____ / 24

Use the score on page 3 to choose the next management decision.

Choose the smallest responsible intervention.

Do not confuse an external benchmark with a diagnosis of your workforce.

0–8

ANECDOTE

DIAGNOSIS

The organisation has activity and opinions, but cannot locate preventable workforce loss.

NEXT ACTION

Reconcile 24 months of exits. Agree definitions, segment the data and select two or three business-critical cohorts.

9–17

PARTIAL PATTERN

DIAGNOSIS

The likely causes are visible, but evidence, ownership or follow-through is inconsistent.

NEXT ACTION

Run stay interviews, test manager, reward, career and job-design hypotheses, then assign one owned intervention.

18–24

DECISION SYSTEM

DIAGNOSIS

Leadership can locate the pattern, test causes and govern targeted action.

NEXT ACTION

Protect the operating cadence. Review leading indicators quarterly and intervene only where cohort evidence changes.

THE 90-DAY DIAGNOSTIC

DAYS 1–30 Reconcile exits, definitions and business-critical cohorts.

DAYS 31–60 Test causes through stay evidence, role, reward and work design.

DAYS 61–90 Install one owned intervention and its leading indicators.

QUARTERLY Review cohort movement, operating evidence and the next decision.

READ THE FULL DECISION FRAMEWORK

elementmea.com/post/why-uae-employees-really-quit-decoding-the-25-attribution-problem