Perspective
Investment Management

www.perspectiveim.co.za
Unit 22, Victoria Junction, Prestwich St., Cape Town 8001

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Pay attention to employee turnover numbers

The 2017 annual report of a major South African listed insurer states:

1) *"We believe our people are our greatest asset and we invest in our people to realise their full potential, to achieve our goals"*

2) *"...the customer comes before the organisation, the organisation comes before the team and the team comes before the individual"*

3) *"Salaried staff voluntary turnover of 14.3%"*

Numbers 2&3 are a result of the inherent conflict embedded with number 1. Telling people they matter but acting differently breeds distrust. Any decent business relies on the creation, retention and sharing of knowledge, but high staff turnover acts as a 'circuit breaker' in knowledge management and cultural alignment.

I observe that many of the long-term successes in South Africa and globally in business and many other walks of life have been created on structures where exceptional individuals were firstly correctly identified and secondly fully supported on a long-term basis; warts & all. Key to each of their success were the considered identification and committed long-term support of exceptional individuals in their teams in turn; warts & all.

Consider Naspers & Koos Bekker, Bidvest & Brian Joffe, PSG & Jannie Mouton, Shoprite & Whitey Basson, Apple & Steve Jobs, Amazon & Jeff Bezos, Alibaba & Jack Ma, Singapore & Lee Kuan Yew, Bridgewater & Ray Dalio and dare I add the Springboks & Kitch Christie or Jake White, or Steve Hansen and the All Blacks...the list just goes on and on.

Our work continues...

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