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IO CONSULTING FIRM

File No. 08003001  
Haynes Medical Distribution  
Employee Retention

Haynes Medical Distribution (HMD), a medical device distributor, has experienced increasing turnover of high-performing consultants. Consultants are hired directly from the best schools in the country, paid high salaries, and, upon successful completion of being a distributor for four years, considered for vice president-level positions. This promotion often results in a significant increase in pay, responsibility, and authority. HMD must retain high-performing employees because a significant amount of time, energy, and money are spent on training them for vice president positions.

HMD believes it has done what it can to keep high-performing consultants, but the increasing turnover tells a different story. Recently, HMD contracted with Iwamoto.Crews.Coe to find out why they were losing consultants. Analysis of turnover data and extensive interviews with current and previous consultants revealed the primary cause was poor management. More specifically, managers were not clearly setting expectations, coaching consultants, and providing them with positive and developmental feedback.

Iwamoto.Crews.Coe presented HMD with a number of options for how to develop managers' skills. One included hiring personal coaches for each manager. The other option included having managers participate in workshop series. Whereas the workshop option is a less expensive long-term solution, the coaching option has had more lasting results on the demonstration of learned skills over time. Before making a decision, HMD would like to better understand which option has the greatest effect on turnover. HMD has, therefore, contracted with Iwamoto.Crews.Coe to determine which training—coaching or participation in the workshop—has the greatest effect on reducing turnover.