



ARGENTUM  
EXPANDING SENIOR LIVING

# Beyond Tenure: Innovative Engagement for Long-Term Employees

Spring Cohort 2025 LEAD Capstone Project

# The Excel & Engagement Team:



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“When it comes to institutional knowledge, there's no book you can read to help you there. You can only learn it over time,” said Matt Raskin, a People Strategy Group strategist with Lattice.

#### Definition of Tenured Engagement

- ▶ Sustained Motivation
- ▶ Commitment
- ▶ Productivity
- ▶ Beyond Basic Job Satisfaction
- ▶ Contribute Meaningfully

#### Significance in Organizational Success

- ▶ Employee Investment
- ▶ Meaningful Contributions
- ▶ Adaptability & Flexibility
- ▶ Culture & Morale
- ▶ Stability & Reliability

# Goals on Tenured Engagement

- ▶ **Understand Long-Term Employee Engagement** - Investigate the factors influencing engagement among tenured employees.
- ▶ **Identify Challenges & Solutions** - Examine common obstacles such as burnout, motivation decline, or job stagnation, and propose strategies to address them.
- ▶ **Develop Retention Strategies** - Create actionable recommendations to retain experienced caregivers and improve workplace satisfaction.
- ▶ **Inform Organizational Policies** - Provide insights that help assisted living facilities refine leadership approaches, benefits, and workplace culture to foster long-term employee commitment.

# Understand Long Term Employee Engagement

Position: Medication Technician, Tenure: 17+ years. Not here to make friends. Schedule does not align with community events.

Position: Caregiver, Tenure: 10+ years. Here to take care of the residents and too old to care about making friends.

Position: Medication Technician. Tenure: 11+ years. Would rather be working on her job duties and tasks she needs to get done than partake in engagement events.

# Understand Long Term Employee Engagement

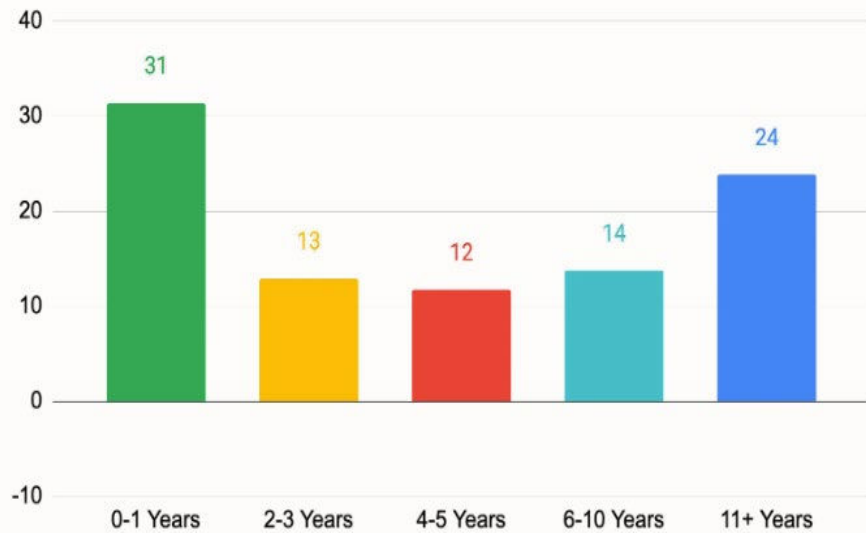
Position: Medication Technician. Tenure: 14+ years. Very happy working here and if she wasn't, she wouldn't be here. Attends events but does not actively participate.

Position: Receptionist. Tenure: 17+ years. States she just old and tired. She used to participate in everything but does not have the energy any longer.

Position: Medication Technician. Tenure 19+ years. Does not participate much this year because she has a lot going on.

# Understand Long Term Employee Engagement

Q2 2023 eNPS by Tenure



- ▶ Anonymized data from the thousands of companies that use Lattice shows that as tenure increases after year one with the company, employee Net Promoter Score (eNPS) – a key metric that indicates job satisfaction and loyalty – appears to steadily decrease until year 11, when eNPS creeps upward again. It's likely the reasons for these patterns are many.
- ▶ Employees show the highest average employee Net Promoter Score during their first year, after which scores dip until year 11.

# Contributing factors for lack of tenured employee engagement

- ▶ Job stagnation
- ▶ Repetitive tasks
- ▶ Lack of recognition and appreciation
- ▶ Poor leadership
- ▶ Workload imbalance
- ▶ Change fatigue
- ▶ Lack of purpose or meaning
- ▶ Poor communication
- ▶ Toxic workplace culture

# Impact of Disengagement



INCREASED  
TURNOVER



REDUCED  
QUALITY OF  
WORK



NEGATIVE  
INFLUENCE ON  
TEAM DYNAMICS



STAGNATION OF  
INNOVATION



DECREASED  
PRODUCTIVITY



If what you're doing over and over again is getting you nowhere, maybe it's time to try something different.

# Hamster Wheel Syndrome

► Hamster Wheel Syndrome is a metaphorical expression used to describe a situation where someone is constantly busy but not making significant progress toward their goals or a desired outcome. It's characterized by feeling like you're running on a hamster wheel, tirelessly working without a clear sense of direction or purpose.

# How to Avoid the Hamster Wheel Syndrome



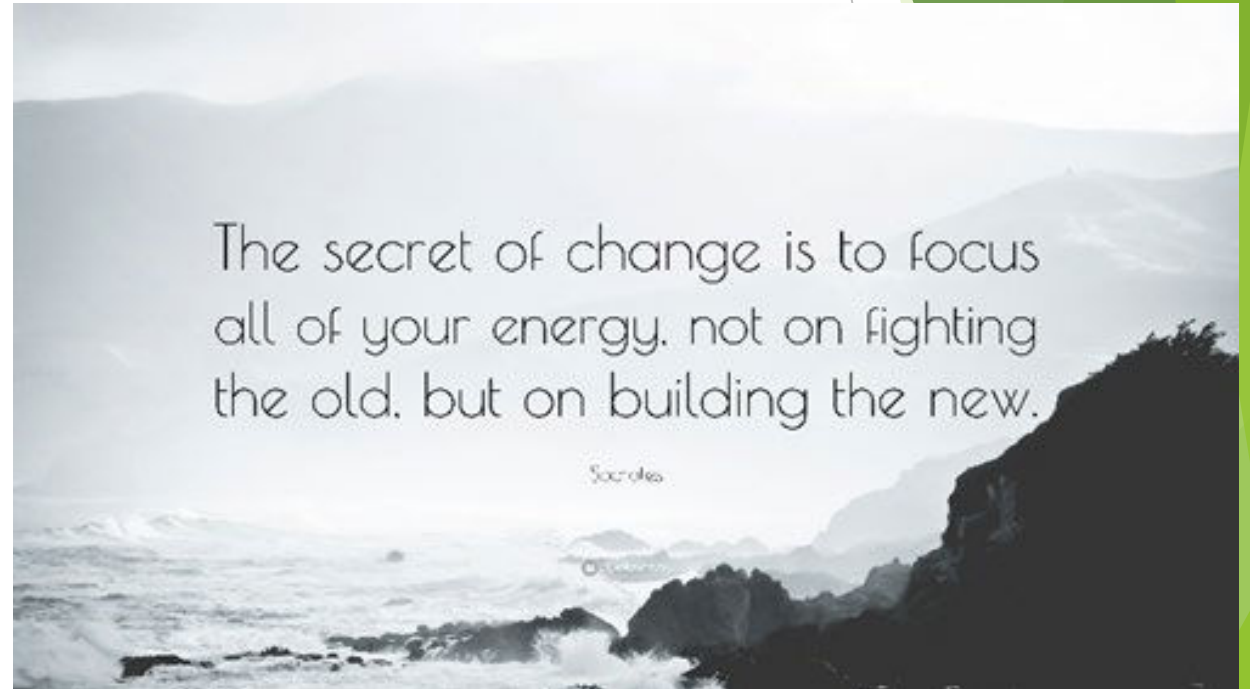
# Change Fatigue

- ▶ One of the biggest but overlooked challenges in a company, is change adoption
- ▶ Tenured employees have experienced so many shifts that they may be reluctant to embrace further workplace adjustments
- ▶ The average employee experienced 10 planned enterprise changes in the past 12 months alone (2023), and they are getting fatigued



# Causes of Change Fatigue

- ▶ Too Many Changes
- ▶ Poorly Managed Change
- ▶ Lack of Control
- ▶ Lack of Trust
- ▶ Previous Negative Experiences
- ▶ Unrealistic Expectations



# Signs & Symptoms

Reduced Motivation and Engagement

Increased Resistance

Burnout

Cynicism and Skepticism

Declining Productivity

Increased Absenteeism

Physical and Mental Exhaustion

# Combating Change Fatigue



Lemon  
learning

- ▶ Prioritize and Sequence Changes
- ▶ Communicate Clearly and Frequently / Transparent Communication
- ▶ Involve Employees in the Process
- ▶ Foster a Supportive Environment
- ▶ Recognize and Reward Successes
- ▶ Promote Well-being / A Healthy Mind
- ▶ Monitor and Adapt



KEN WRIGHT  
ENGAGE  
YOUR TEAM.

[Click her to watch video](#)



# Proven Strategies for Engagement & Combating Disengagement

- ▶ Continuous Learning & Development
- ▶ Recognition & Appreciation
- ▶ Career Growth & New Challenges
- ▶ Meaningful Work & Autonomy
- ▶ Strong Workplace Culture & Connection
- ▶ Competitive Compensation & Benefits

# Why is Maintaining Engagement Essential?



**Institutional Knowledge & Expertise**



**Productivity & Efficiency**



**Cost Savings & Retention**



**Strong Workplace Culture & Leadership**



**Customer & Client Trust**



**Adaptability & Innovation**

Long tenure can indeed be a sign of stability and loyalty, but it also has the potential to hinder an organization, depending on how it's managed. The key to a flourishing workplace lies beyond just the length of tenure. It encompasses employee engagement, the pursuit of growth opportunities, and creating a supportive and innovative work environment. It's not just the duration of an employee's tenure that matters but how they evolve and contribute during their time with the company



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[makeameme.org](http://makeameme.org)