



발표요약문

발표자의 요청에 따라 발표자료 대신 요약문을 제공합니다.

Indispensable Talent: Motivation and Retention Strategies for High Performers

According to McKinsey's 2025 Talent Trends Survey, the top drivers of attracting and retaining talent are Total Rewards (49%), Career Development (39%), Meaningful Work (34%), Workforce Flexibility (33%), and Caring & Inspiring Leaders (17%) as reasons to join a company. Meanwhile, the leading reasons employees leave are Career Development (45%), Total Rewards (44%), Caring & Inspiring Leaders (34%), Workforce Flexibility (28%), and Meaningful Work (26%).

Competitive pay remains essential, but it is not sufficient. High-demand roles such as those in AI often offer 10–20% higher salaries and enhanced benefits, including parental leave. And yet high performers also value non-financial recognition.

Career development has become a critical retention factor. As technology reshapes roles and required skills, employees increasingly seek growth opportunities both in technical and human skills. About 43% of IT workers have left a job due to limited advancement opportunities. Continuous learning in the flow of work, supported by targeted supplemental skilling programs, is important to keep them motivated.

About 70% of employees say their sense of purpose is defined through their work. Meaningful work has two dimensions: its objective and its nature. Employees find meaning when they understand that their work contributes to an important mission and when leaders clearly communicate the “why” behind it. They also feel fulfilled when they have autonomy in how they work, engage with cutting-edge topics, and can focus their time and energy on what truly matters.

Workforce flexibility remains a key priority for attracting and retaining critical talent. 63% of HR professionals cite flexibility as the top factor beyond pay, and AI job postings are three times more likely to offer remote work options (28% vs. 8%).

Finally, caring and inspiring leadership makes a decisive difference. Uninspiring managers are one of the most common reasons employees leave, yet 42% of managers report burnout, and 34% of employees believe their leaders lack adequate management skills. While important across contexts, workplace culture is explicitly mentioned in 22% of AI job ads compared to 8% overall.