



## “TOP Interviews”

### Facing Turnover

**Julio Marquez Specia**, General Director of **Top Management**, with over 26 years of experience in talent management and executive recruitment, interviews **Carlos Ruiz**, Human Resources Director of **Esterline Technologies**.

**Carlos** is a renowned executive of the manufacturing sector with a global vision thanks to his work experience in more than 8 countries; including Germany, France, Italy, Portugal and Brazil. Their conversation is about the never ending subject of turnover in the maquiladora companies in Tijuana and how to tackle it.

#### **Julio:**

Turnover, by itself, empowers the employee. **Should a company take a good look at its areas of opportunity, improve, and thus really increase staff commitment and retention?**

**"Turnover, by itself, empowers the employee."**  
J.M.

#### **Carlos:**

Yes, of course. Currently, companies are focusing on a salary war, or **“cool bonuses”** that don't necessarily work. These are temporary and work until the work associate gets used to them.

- This causes the monetary investment to not be focused on what's important, the culture. A culture does not change overnight

**It is a path, a journey that must be lived in order to be successful.**

- The approach you mention must be from within your organization, we must develop programs in which the associate can relate to your organization, your product, with his/her coworkers, etc. **We must identify these areas of opportunity or problems we have internally and act on correcting what's important.**
- No company is perfect. They are all different and that makes them unique. I truly believe that if the associate's family is happy because his/her relative works in your company, then the associate likewise will be happy and **it's at that moment that the organization has achieved success.**

**"I believe the essential part of H.R. is ethics. To look for the common wellbeing of the organization and of the associates. To seek mutual respect." C.R.**

- **Without balance the organization will not be as effective as it can or should be.** It requires more prepared people with business knowledge and well-defined values to help the rest of the management staff make decisions.

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