

Utilising A Design Thinking Approach to Improve Employee Retention

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Abstract

Employee turnover of 30-50% is common within the automobile sector in mainland China. Although performing well against peers, this project utilises the Design Thinking model to engage with core stakeholders associated with Sensata (China), to improve understanding around root issues behind high turnover in the sector, and propose creative solutions that guide operational managers on how to meaningfully 'Care and Connect' with their respective people groups. The project output is a systematic action plan to roll-out a customised coaching leadership approach that aligns every day organisational culture with recently revised value statements.

Company introduction and macro-environment

Sensata Technologies Holding plc (herein referred to as Sensata) is a US headquartered organisation that focuses on sensor-based solutions. With operations in 13 countries and a workforce of 19,000 employees, Sensata targets annual revenues of around \$3.5 billion – 70% of which is generated from the automotive sector (Sensata.com, 2022). Sensata (China) maintains two principal manufacturing sites in Changzhou and Baoying, as well as an Asia head office in Shanghai. Together, these facilities account for 21% of Sensata's revenues (Sensata, 2021, p.11). The strategic importance of China in Sensata's global strategy correlates with the rapid growth in China's car sales, growing from 12 million in 2012 to 28 million in 2017,

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