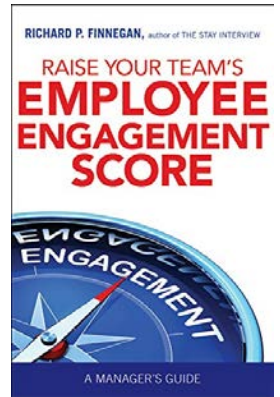
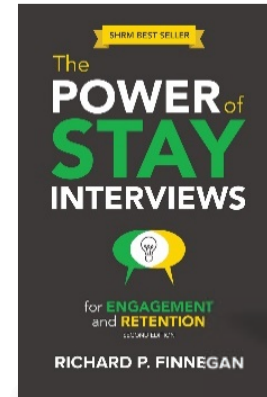


The Power of Stay Interviews

BY DICK FINNEGAN

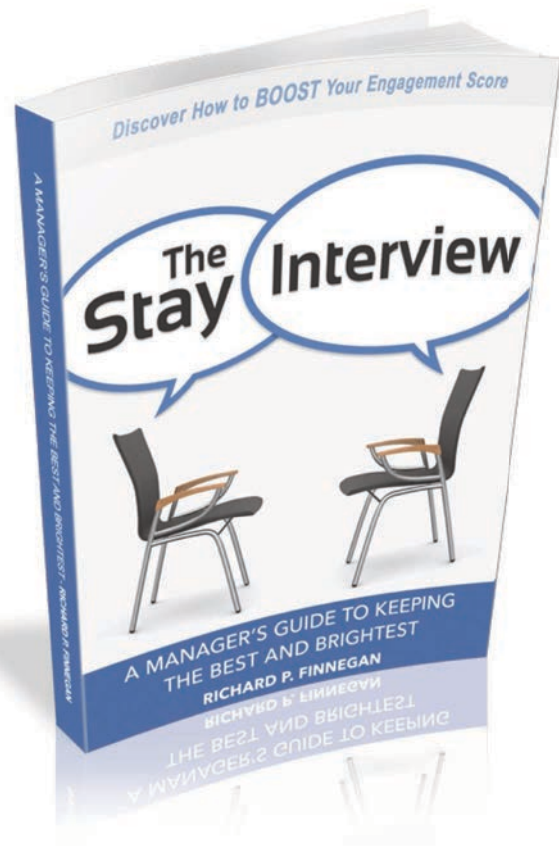


TRSA¹⁰⁰⁺
est. 1912
Strengthening and Promoting the Linen, Uniform
and Facility Services Industry

When you travel to work each day, what things do you look forward to?
Discuss this with your partner.



Stay Interview 5 Questions



1. When you travel to work each day, what things do you look forward to?
2. What are you learning here?
3. Why do you stay here?
4. When was the last time you thought about leaving our team? What prompted it?
5. What can I do to make your experience at work better for you?

The Power of Stay Interviews

A Stay Interview is a **structured** discussion a **supervisor** conducts with each individual employee to learn the specific actions he must take to strengthen that employee's engagement and retention with the organization

Stay Interviews...

- 🗨️ Bring information that can be used **today**
- 🗨️ Focus on **individual employees** including top performers
- 🗨️ Put **supervisors** in the solution seat



Purpose of Stay Interview Process...

Reduce
undesirable turnover

Dear Boss,

I quit!



Increase
employee engagement

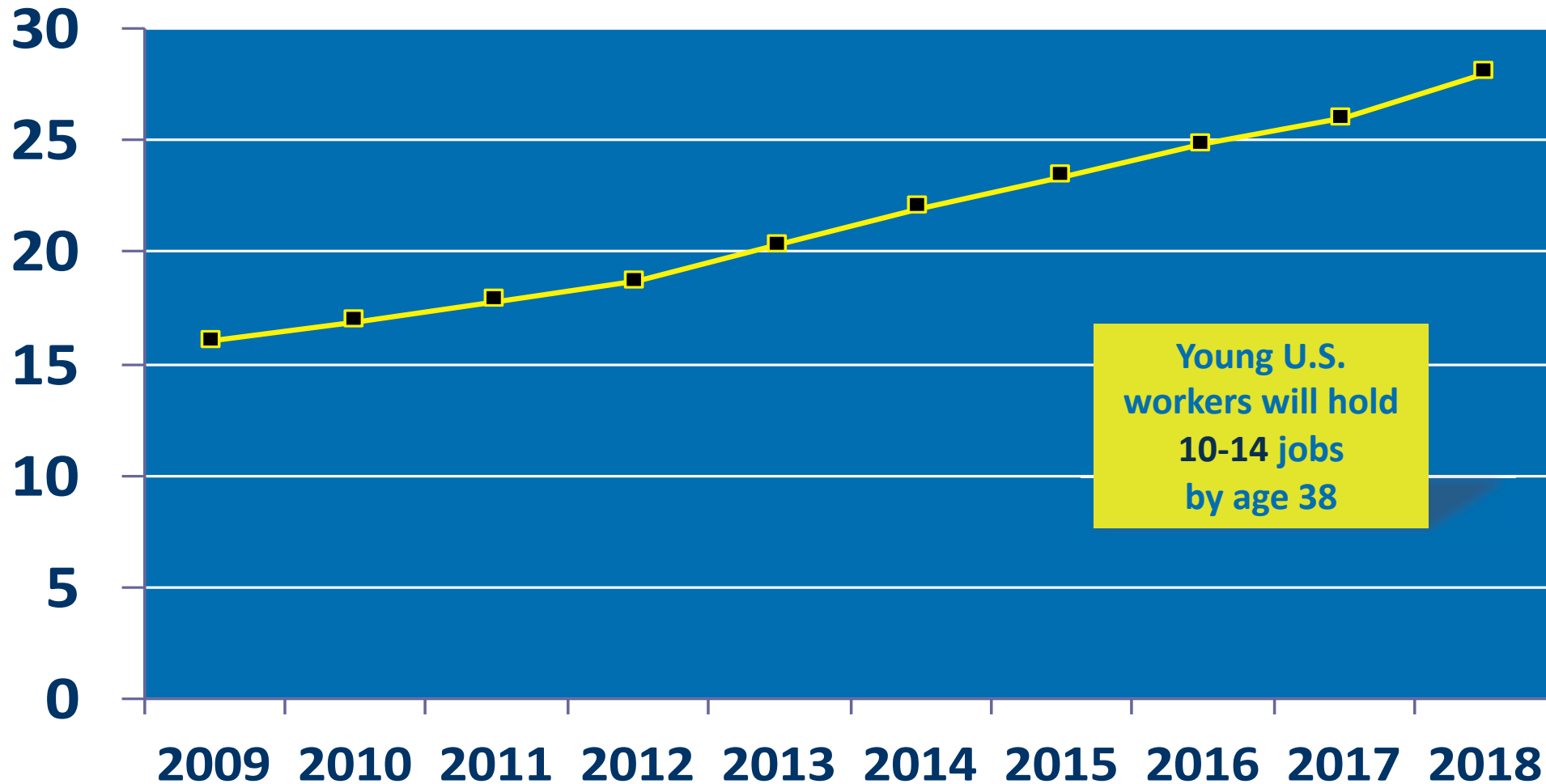
OBJECTIVES

During this session, we will:

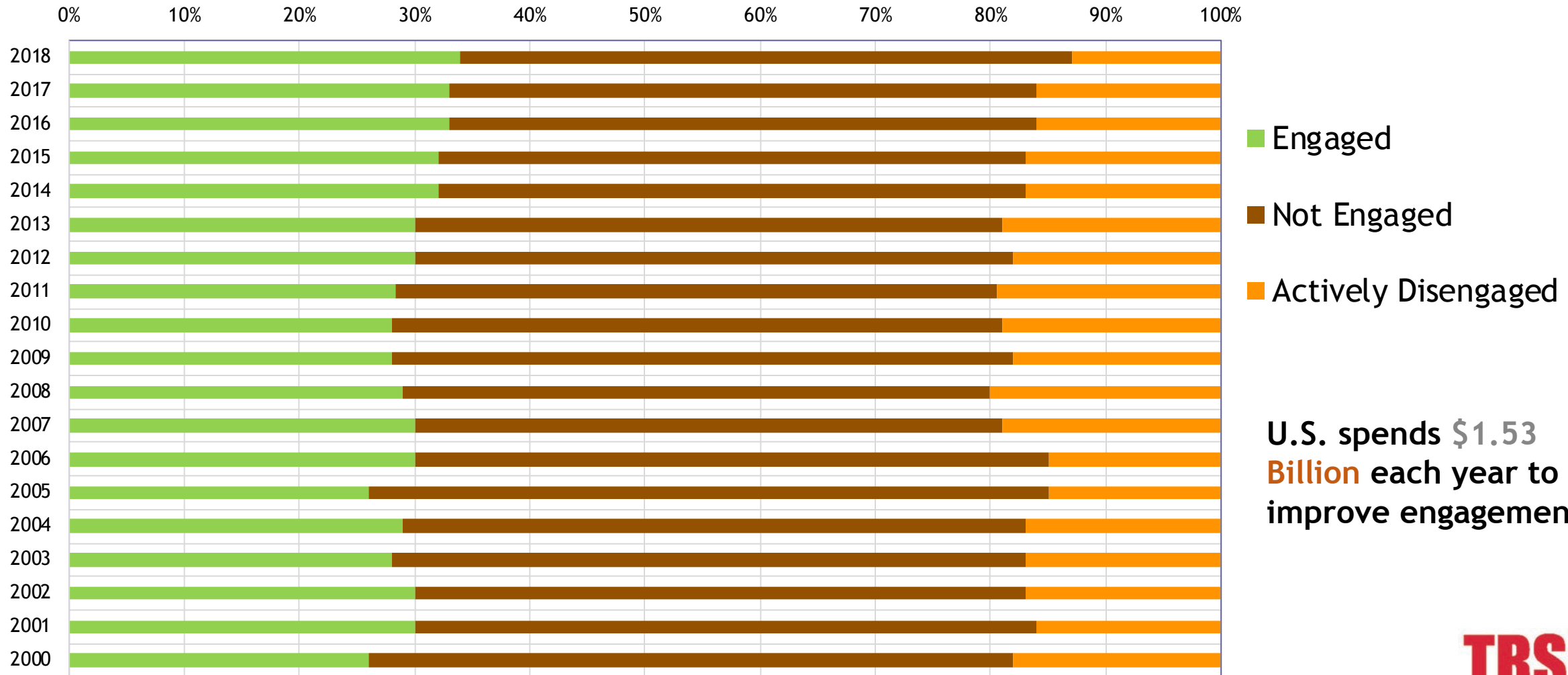
- Identify the advantages of conducting Stay Interviews
- Understand Finnegan's Arrow
- Practice conducting a Stay Interview
- Practice using probing questions
- Gain greater awareness of your personal presence/leadership impact

U.S. Voluntary Quit Percentages, Post Recession

...U.S. Bureau of Labor Statistics



Engagement Stuck...per Gallup/Deloitte



U.S. spends \$1.53 Billion each year to improve engagement



FINNIEGAN'S ARROW



“Fresh thinking for solving the turnover problem in any economy”...*BusinessWeek*

- Reduce Cost of Turnover
- Improve Employee Engagement
- Improve Revenue & Profitability

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Report Turnover In Dollar\$

Actual client turnover costs by job:

- ✓ **Physician...\$225,808**
- ✓ **Software engineer....\$131,000**
- ✓ **Call center representative...\$29,447**
- ✓ **Truck loader/unloader...\$4,955**



How Much Does It Cost to Lose A Top Performer?

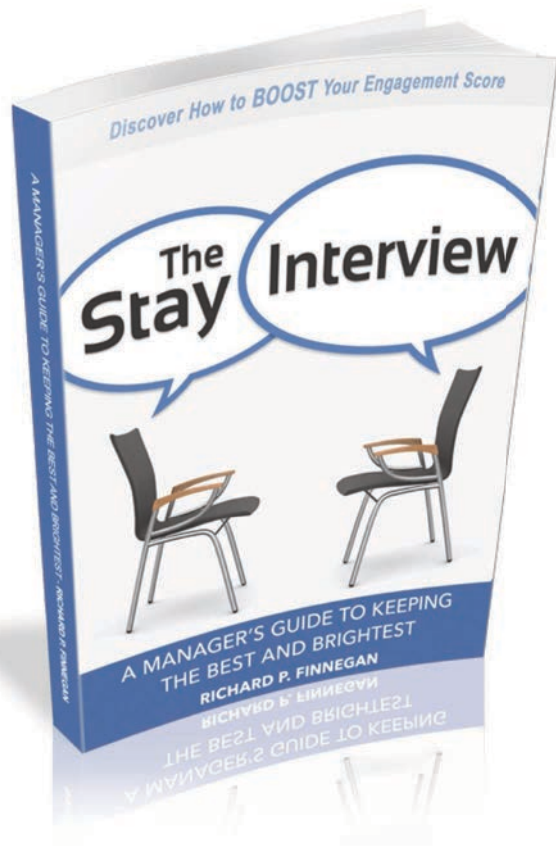
Why Was Your Best Boss
Your Best Boss?



Why Was Your Worst
Boss Your Worst Boss?



Stay Interview 5 Questions



1. When you travel to work each day, what things do you look forward to?
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4. When was the last time you thought about leaving our team? What prompted it?
5. **What can I do to make your experience at work better for you?**

First-Line Supervisors' Impact on Turnover

A global consulting firm interviewed 1,000 recently-quit employees and asked about **pay, benefits, development, advancement and relationships with supervisors...** and found *supervisor relationships influenced all other opinions*, concluding...

First-Line Supervisors' Impact on Turnover

A global consulting firm interviewed 1,000 recently-quit employees and asked about **pay, benefits, development, advancement and relationships with supervisors...** and found *supervisor relationships influenced all other opinions*, concluding...

“Offering a higher salary or developmental/ advancement opportunity may not be enough to retain employees”

FINNIEGAN'S ARROW



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Your Employee Retention Goals

- 
- ① **Reduce total annual turnover by 30% by 12.31.19**
 - ② **Reduce 60-day new hire turnover by 50%**

Tips for Hiring Employees Who Stay

- 1 Referrals
- 2 Realistic Job Previews
with Follow-Up Questions
- 3 Job Offers



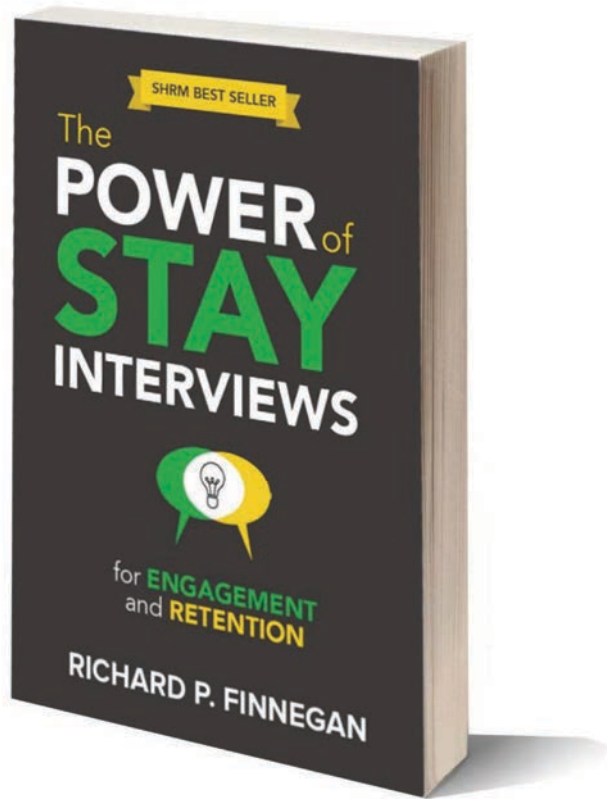
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Stay Interview Process Key Ingredients



Conducted by supervisors vs HR



Separate from Performance Review



Conduct Stay Interviews at least 1X/yr for existing employees and 2X/yr in new hire goal period



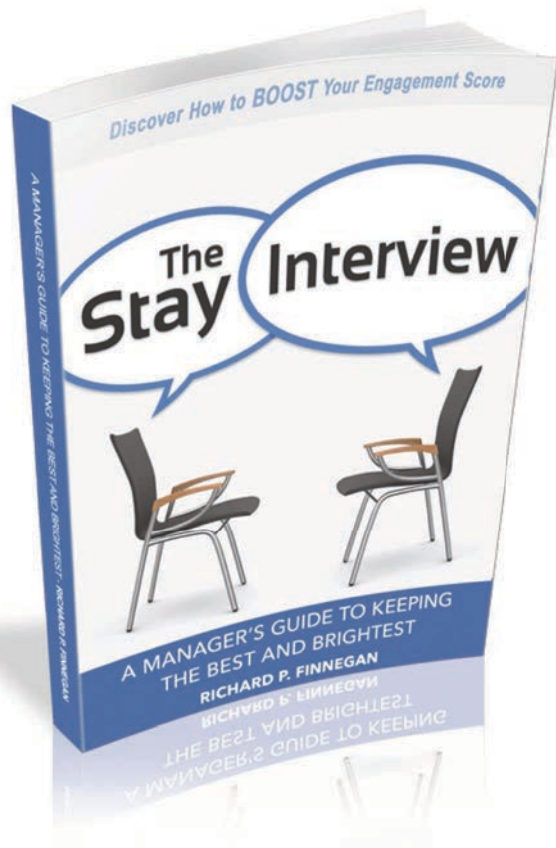
Create individual Stay Plans



Introduction Script Sample:

“I want to have a one-on-one meeting with you to learn what I can do to make working here better for you.”

Stay Interview 5 Questions



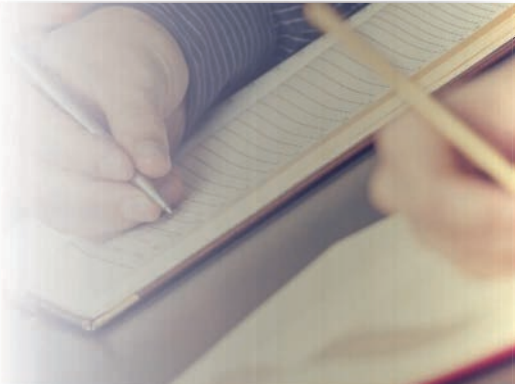
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Four Essential Skills During a Stay Interview

Listening



*Taking
Notes*



Probing



**Taking
Responsibility**



Listen to Build Trust

- Listening is a skill and a choice
- To listen is to care & people who care, listen
- Listen to understand vs. respond
- The emotion is more important than the message

**Sends message
you are listening**

**Helps you differentiate one
employee's comments from
another's**

**Why Take
Notes?**

**Conveys employee's
words are important**

**Can reference later when
developing Stay Plans and
Retention Forecasts**



Types of Questions Used to Probe





1 “Our leaders usually make good decisions”

2 “Our leaders always know things we don’t”

Stay Interview Practice

INSTRUCTIONS:

- The supervisor and employee should conduct the Stay Interview using the guide for the opening script, questions, probes, and closing script
- The observer should take notes and provide feedback to the supervisor at the completion of the exercise
- Switch roles and repeat the exercise

Roles:

- Supervisor
- Employee
- Observer





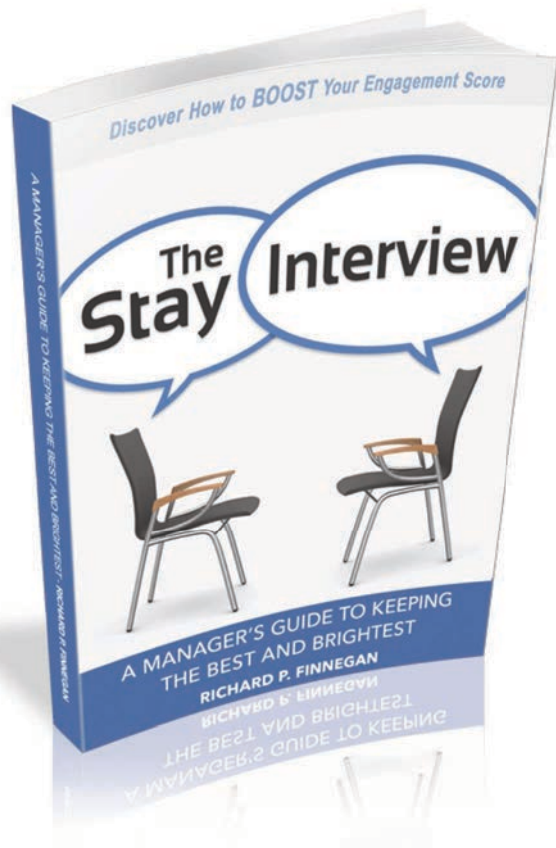
Observer Role

1. Listen for probes:

- _ *Write specific notes on the probes used during the interview*
- _ *Describe the comments you hear, such as “I understand...” or “Tell me more about that”.*

2. Describe specific listening behaviors such as ‘nodding head to indicate agreement

Stay Interview 5 Questions



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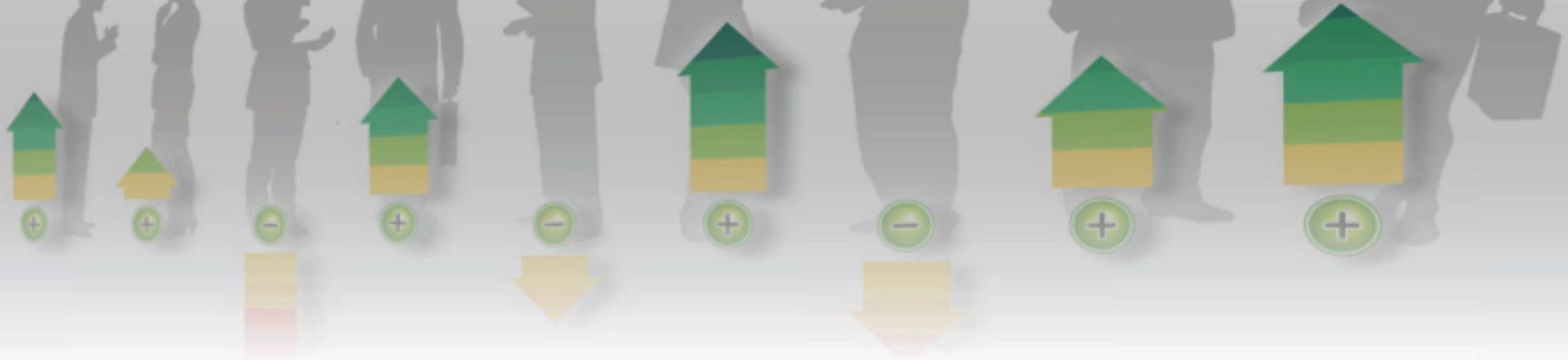
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Supervisors Forecast Retention



● Likely to **leave** in less than 6 months

● Likely to **leave** in 6 – 12 months

● Likely to **stay** a year or more

* Can be changed at any time if new information

Best Tool for Retention Forecasting

Stay Interview Retention Forecasting Tool

EMPLOYEE NAME	PERFORMANCE RATING	STAY PLAN HIGHLIGHTS	RETENTION FORECAST
Kim Johnson	4	Provide mentor for...	
Burt Brown	5	Develop skills for possible promotion to...	
Cindy Stone	3	Pleased with current role and circumstance	
Ralph Jimenez	2	Coaching for performance	

Performance Rating:
1 (Low) - 5 (High)

Retention Forecast:



Likely to leave in
6 months or less



Likely to leave in
6 - 12 months



Likely to stay
greater than a year

“I need more money...”

- Tell me why you need more money.
- What skills can you build that makes you contribute more?
- Is there another job you see you'd like to learn more about?
- Would you like to build a plan so you can learn more and build those skills?
- Do you know about specific incentives for your job, perhaps about referring other employees to work here?

Good Probing Leads to Better Solutions

Vary your probes depending on the employee's response

Ask them to provide an example, **“Can you give me an example of that?”**



Ask a **follow-up question** that digs deeper into the response

Say **“Tell me more”** so employee elaborates

FINNEGAN'S ARROW



“Fresh thinking for solving the turnover problem in any economy”...*BusinessWeek*

“Relationships between employees and supervisors are personal.”

- from *Rethinking Retention In Good Times and Bad*

The Incredible Power of Accountability & First-Line Retention Goals

STRATEGY A	STRATEGY B
Group of hospitals “solved” nurse turnover with onsite child care & flexible scheduling	Outlier hospital assigned retention goals to managers and reported progress monthly

one year

later...

***“A” turnover % identical,
“B” down 41%, saved millions of \$s***

Gallup's 100 Year Commitment

Surveying citizens of the world to learn what brings most happiness over 100 years. So far the answer is which...

- a. Good health?
- b. A good job?
- c. Love and respect from others?
- d. Money for needs and more?
- e. Better life for your children?



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To Obtain...

- ✓ **Free Online Stay Interview Training Module**

- ✓ **How to Cost Turnover & Engagement**
- ✓ **Engagement Correlations to Productivity**
- ✓ **The Stay Interview Manager Training Game**

DFinnegan@C-SuiteAnalytics.com

Include # of employees

