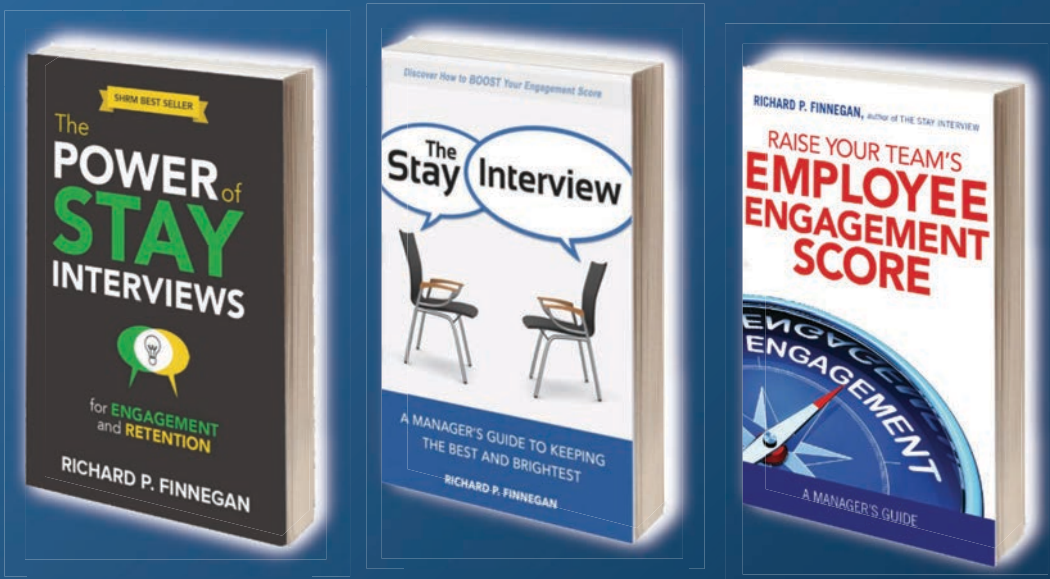
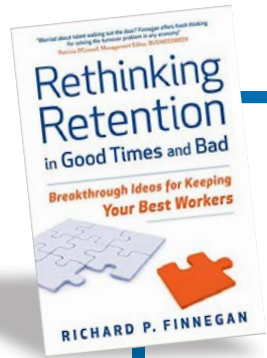


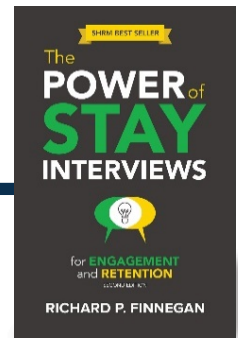
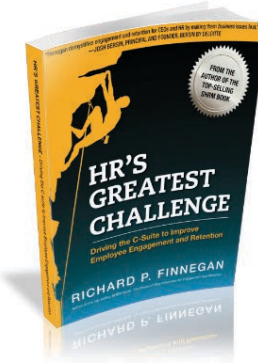
# The Power of Stay Interviews



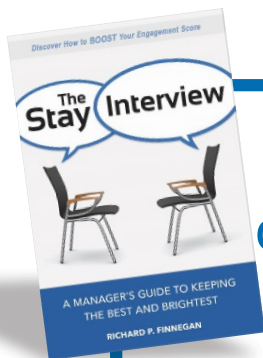
# C-Suite Analytics & The Finnegan Institute



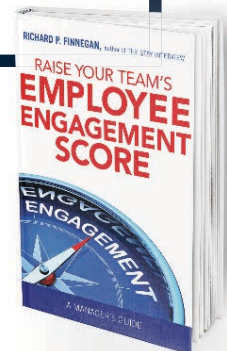
**Business-driven** by translating turnover %s and survey scores to the language of CEOs which is Dollar\$



**Endorsed** by Chief Executive Magazine, Consulting Magazine, and BusinessWeek which said, *“Offers fresh thinking for solving the turnover problem in any economy”*



**Improved retention 20-70%** based on our founder's top-selling, industry-changing books



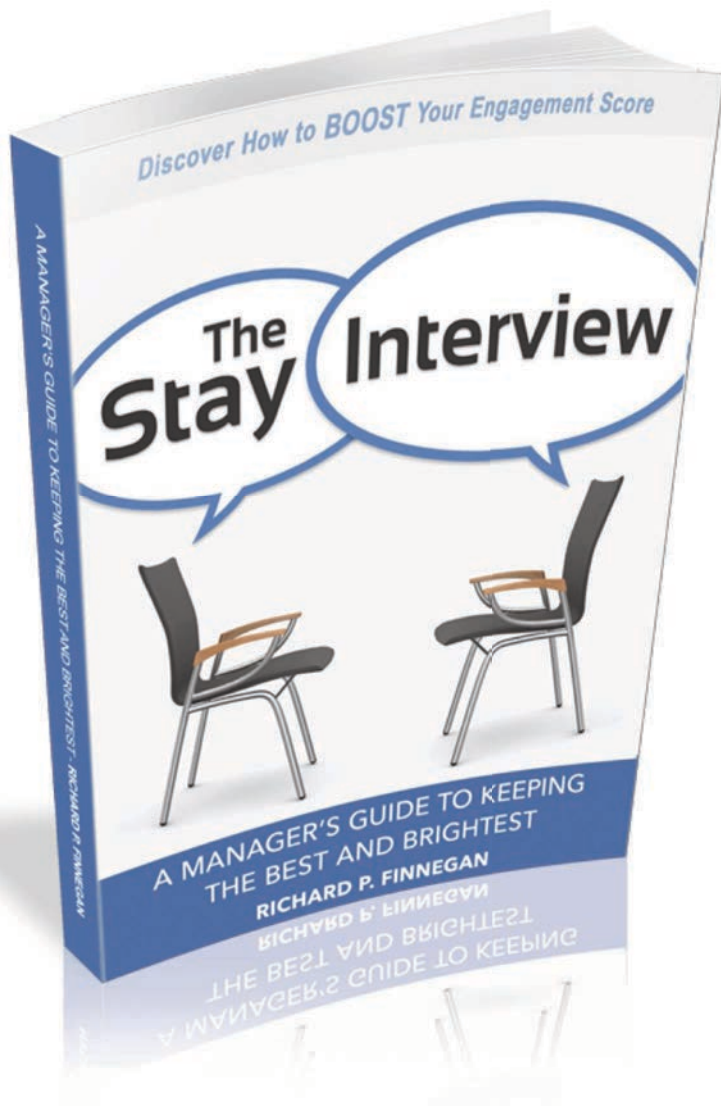
**When you travel to work each day,  
what things do you look forward to?**

***Discuss this with your partner.***



**C-SUITE  
ANALYTICS**  
*Business-Driven Employee Solutions*

# 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 the Stay Interview Process ...

Reduce  
undesirable turnover

Dear Boss,

I quit!



Increase  
employee engagement

# OBJECTIVES

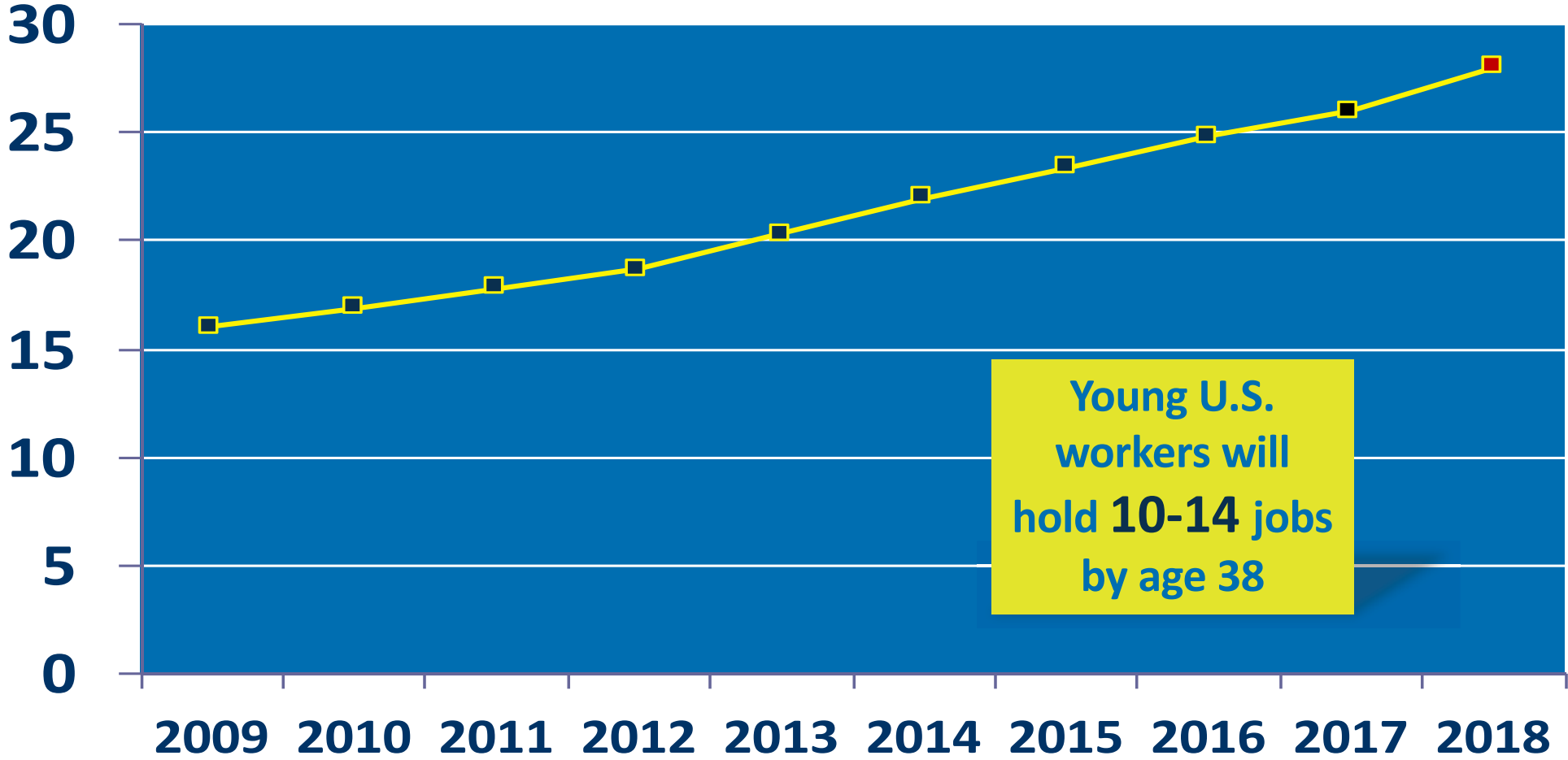
During this session, we will:

- 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



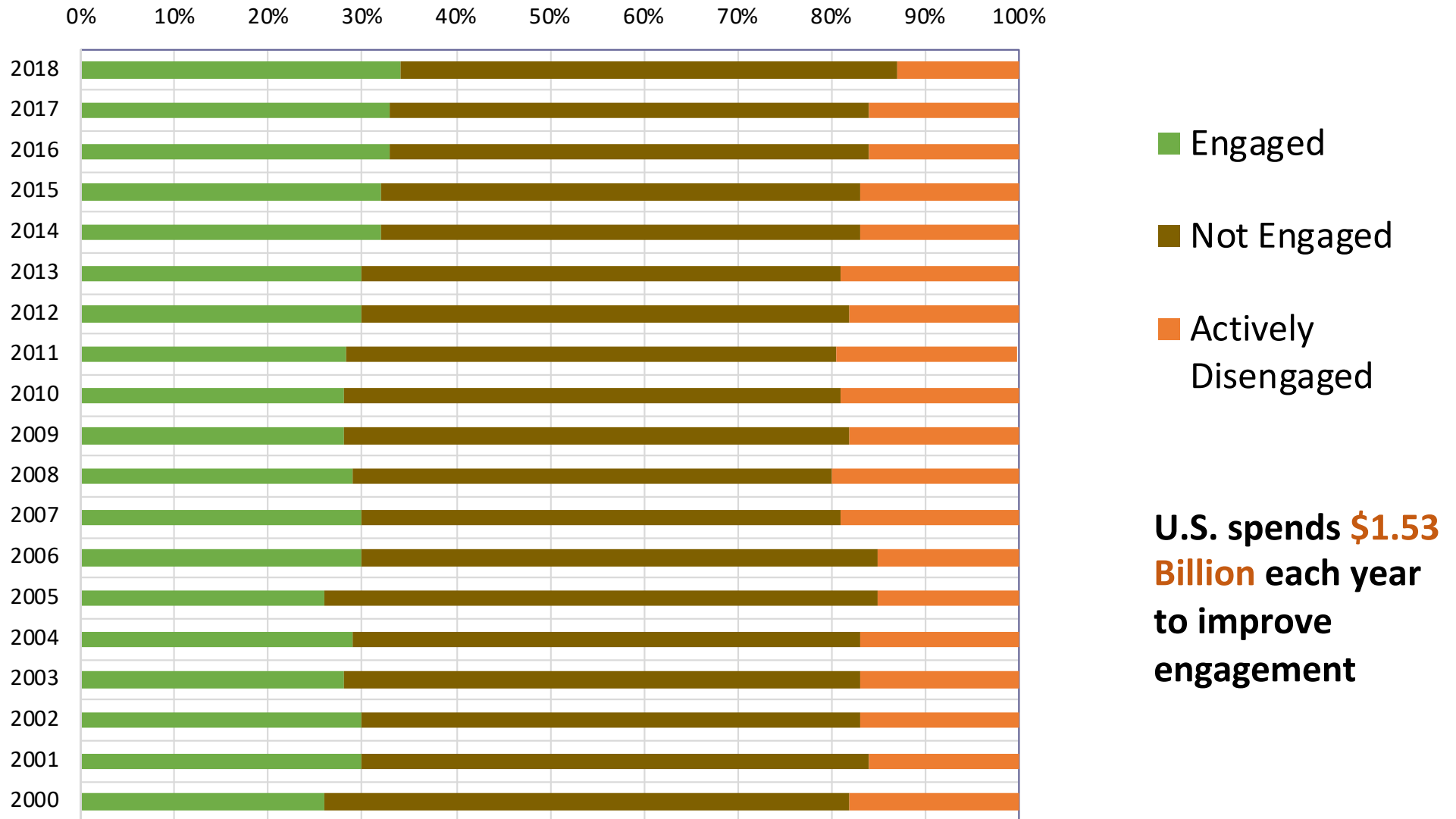
# U.S. Voluntary Quit Percentages, Post-Recession

...U.S. Bureau of Labor Statistics





# Engagement Stuck...per Gallup/Deloitte

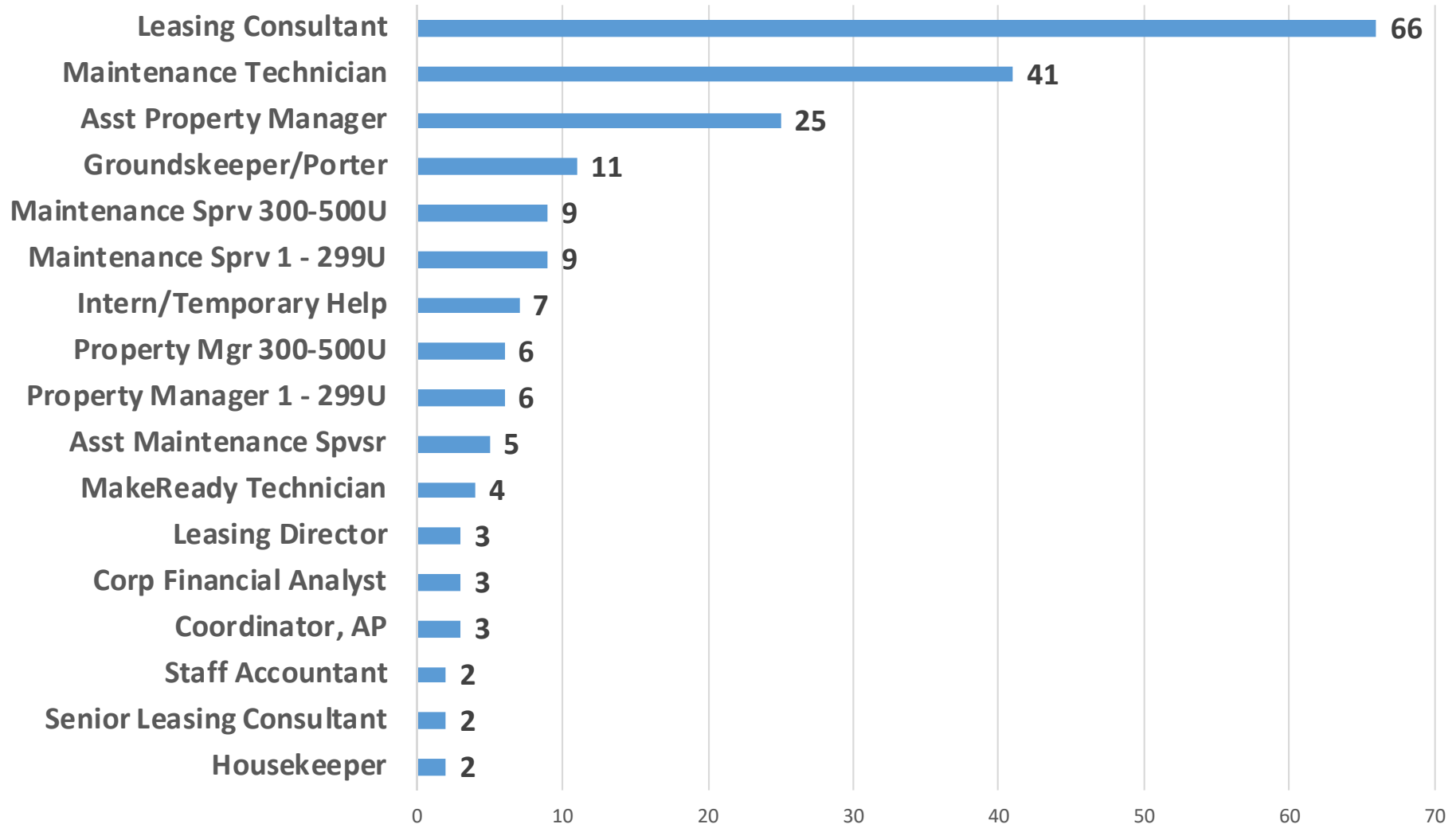


# Example: Your Total 2018 Turnover



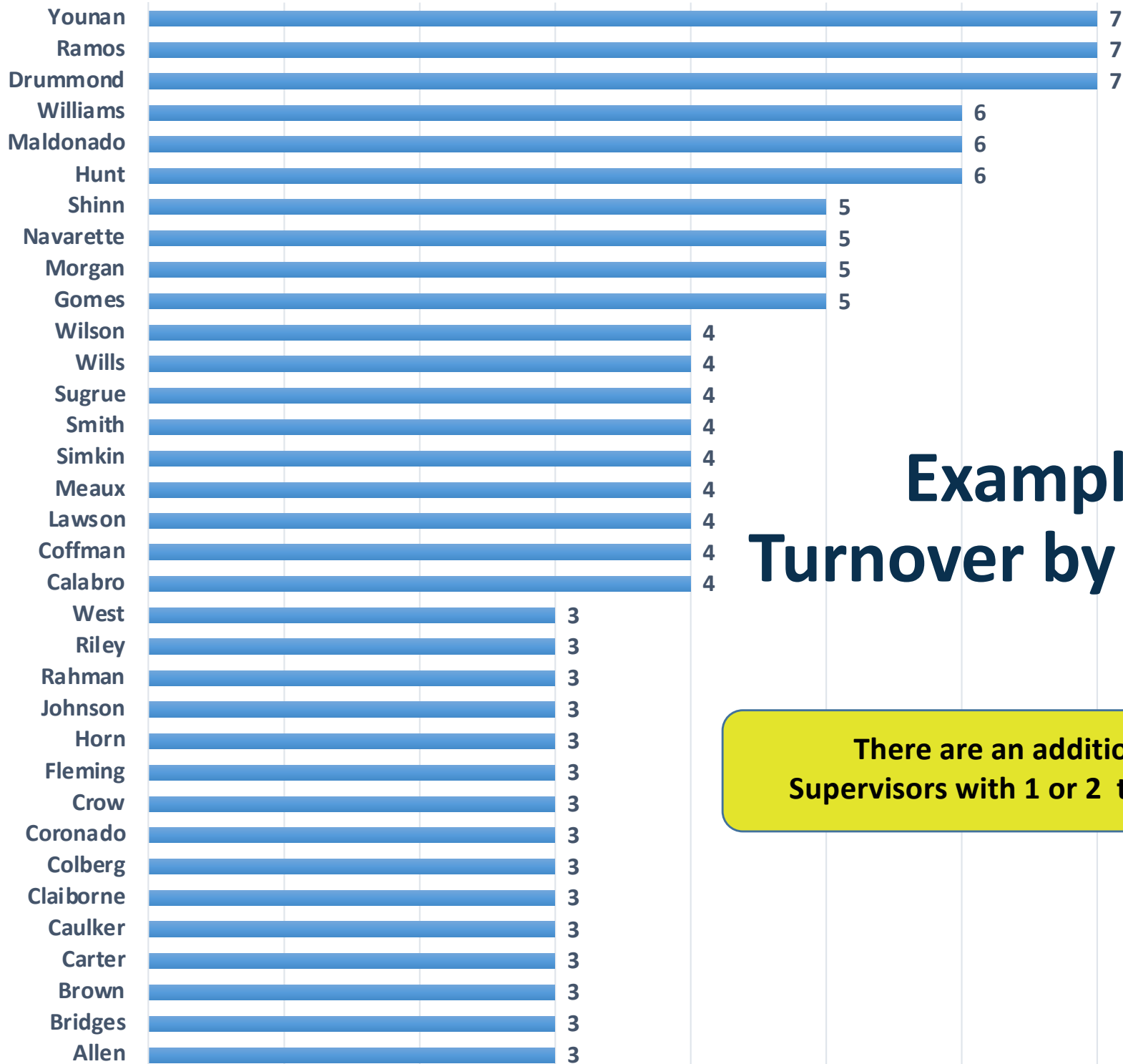
|                           |              |
|---------------------------|--------------|
| <b>Terminations:</b>      | <b>223</b>   |
| <b>Average Headcount:</b> | <b>676.5</b> |
| <b>Turnover %</b>         | <b>33%</b>   |

# Example: Turnover by Position



There is an additional 19 positions with 1 term each.

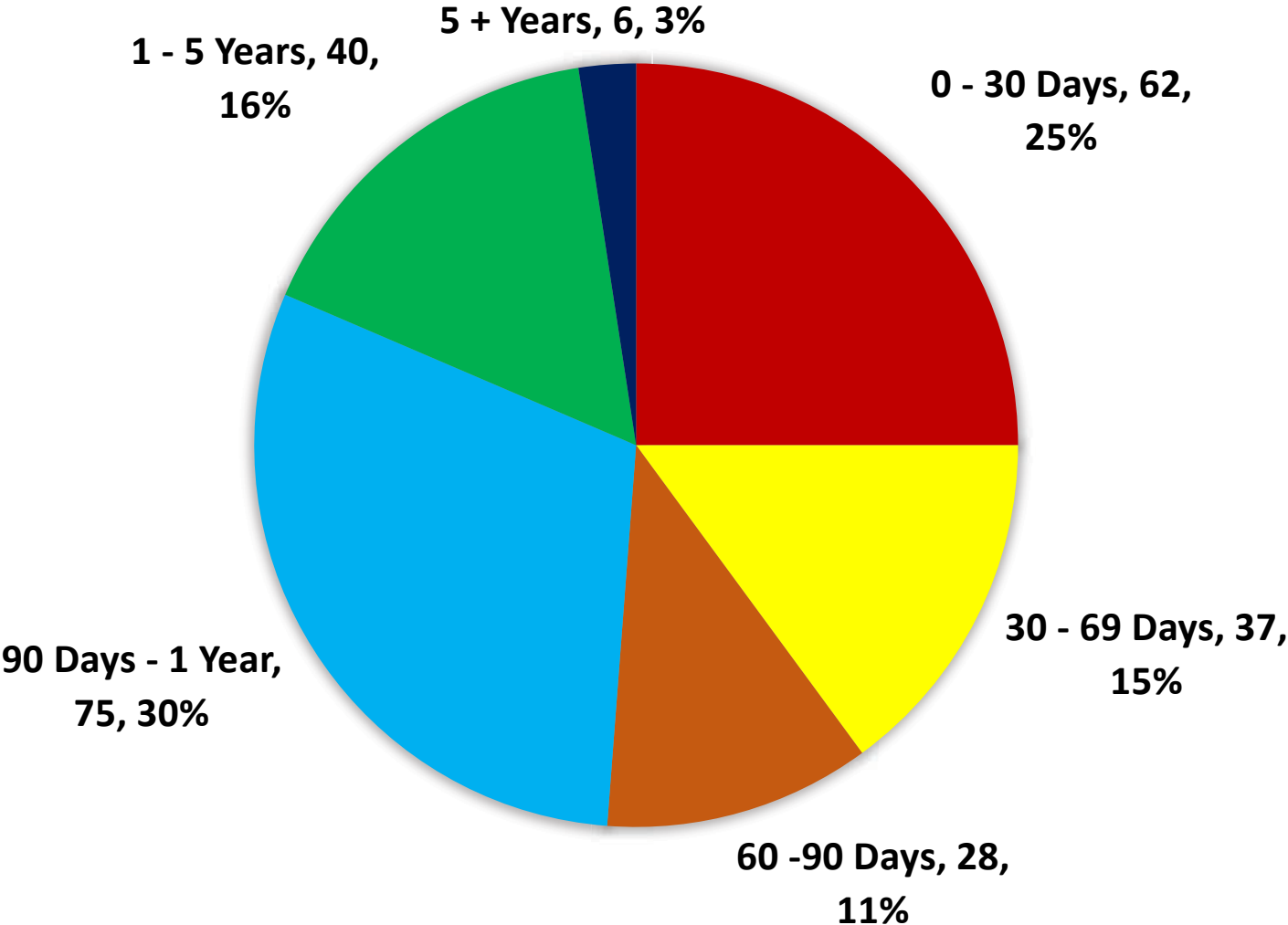




## Example: Turnover by Leader

**There are an additional 63  
Supervisors with 1 or 2 terms each.**

# Example: Turnover by Tenure



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**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 Your Company  
to Lose A Top Performer?**



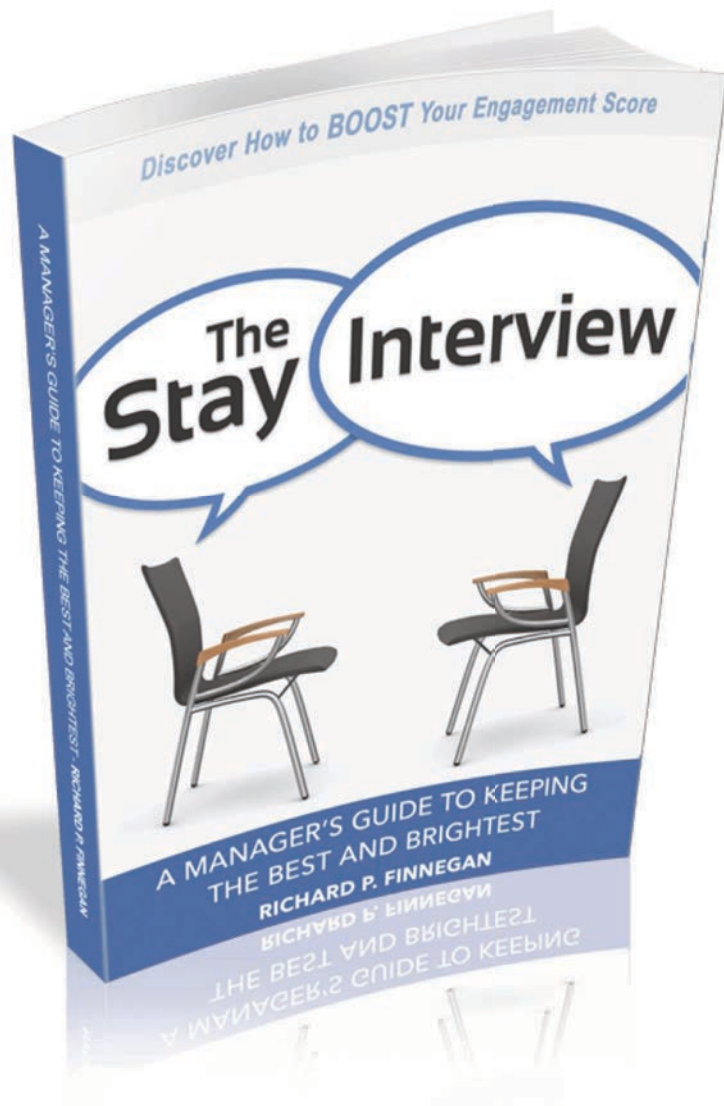
Why Was Your  
Best Boss Your  
Best Boss?



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?
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?**

# 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...



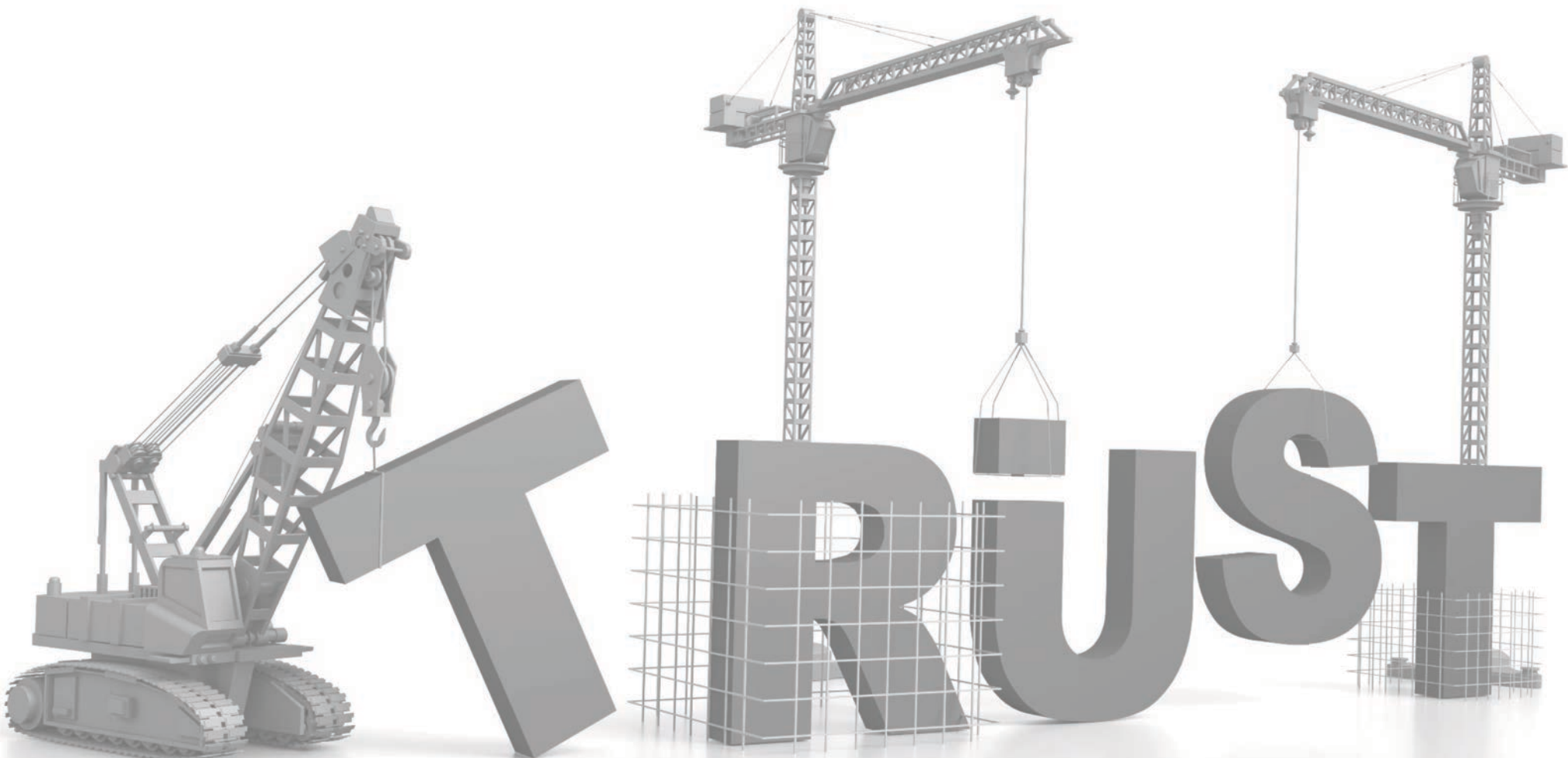
# First-Line Supervisors' Impact On Turnover

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”*



The *Most Important Skill* is...



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**Reduce Cost  
of Turnover**




**Improve Employee  
Engagement**



**Improve Revenue  
& Profitability**

# Your Employee Retention Goals

- 
- ◎ Reduce total annual turnover to \_\_% beginning July 1st
  - ◎ Improve 180-day new hire retention to \_\_% beginning July 1st



# Tips for Hiring Employees Who Stay

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





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**Reduce Cost  
of Turnover**

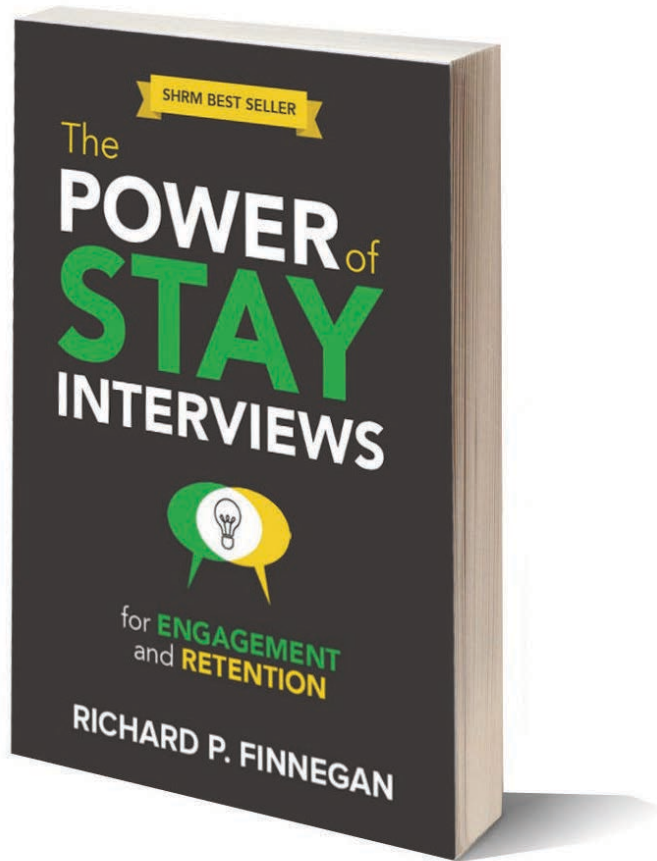


**Improve Employee  
Engagement**



**Improve Revenue  
& Profitability**

# Stay Interview Process Key Ingredients



Top-Selling SHRM-Published  
Book in History

- 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



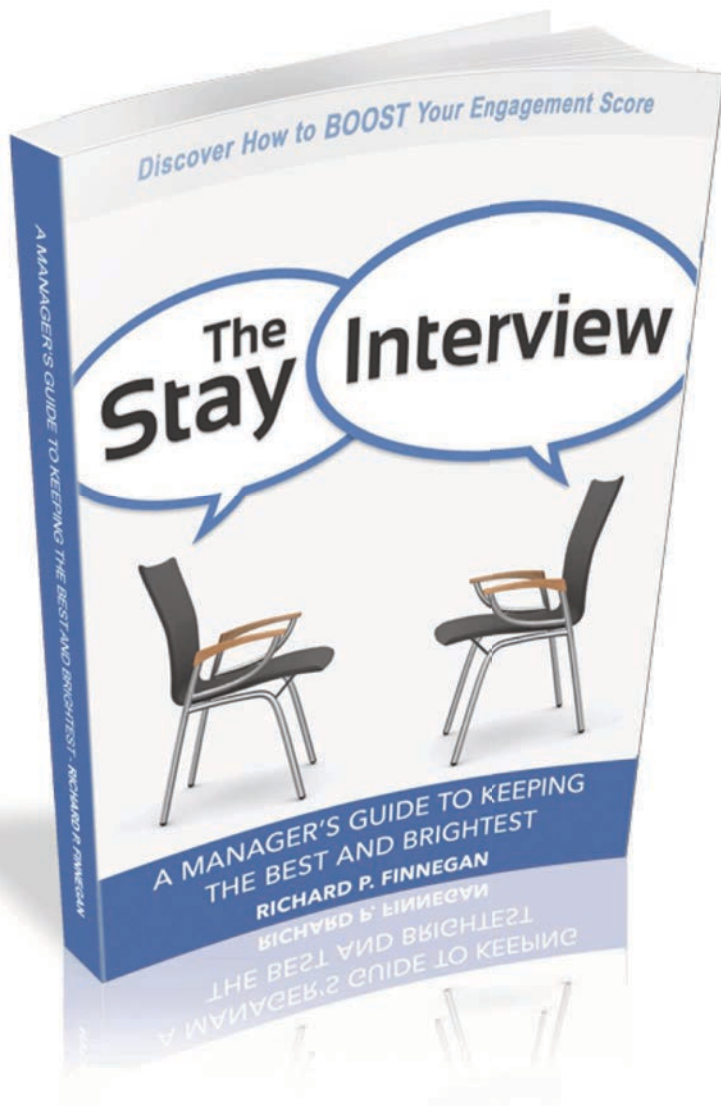
## Introduction Script Sample:

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



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# 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?

# Four Essential Skills During a Stay Interview

**Listening**



**Taking  
Notes**



**Probing**




**Taking  
Responsibility**



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# Listen to Build Trust

- 
- An iceberg floating in the ocean. The tip of the iceberg is visible above the water line, while the much larger, jagged base is submerged below. This visual metaphor represents the concept of listening, where the visible part is the message and the hidden part is the emotion.
- 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





# Probing - Using Open-Ended Questions

- ➔ Encourages your employee to expand on their initial response. Be inquisitive!
- ➔ Examples:
  - “Can you give me an example?”
  - “Tell me more about....”
  - “What causes you to feel that way?”
  - “Aside from what you just shared, what is another reason why you stay? Or might leave?”



# Probing - Using Closed-Ended Questions

- A closed question can be answered with either a single word or a short phrase
- Use closed-end questions to confirm your understanding
- Examples are:
  - “Who has provided you the best training?”
  - “Do you learn best by watching someone demonstrate it first?”





Taking

RESPONSIBILITY

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

1

“Our leaders  
usually make  
good decisions”

# Four Essential Stay Interview Skills

**Listening**



**Taking  
Notes**



**Probing**



**Taking  
Responsibility**



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# 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

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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... |  |
| Ralph Jimenez | 3                  | Pleased with current role and circumstance  |  |
| Cindy Stone   | 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



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# Stay Plan Components

- An objective for each solution
- Actions you will take as the supervisor
- Actions the employee will take
- Due dates for each activity
- Everything put in writing with copies given to you and the employee

*Stay Interview Guide*

**STAY PLAN**

**INSTRUCTIONS:**  
Identify the top one or two most important areas for action. Then write a plan for addressing each action area.

.....

**TOPIC:**

**SOLUTION:**

|                          | <b>YOUR ACTION(S):</b> | <b>TEAM MEMBER ACTION(S):</b> |
|--------------------------|------------------------|-------------------------------|
| <input type="checkbox"/> |                        |                               |



# Stay Interview Action Planning

Think about your team and the responses to the Stay Interview Question #4 about leaving.

What topics are you likely to hear?



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# “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?

# “We Need More Staff”

- What is the work that you can't get done?*
- How is the work assigned to each employee? Who does what?*
- Can you think of any of this work we can stop doing?*
- Would it be right to ask another department to help?*
- Is someone slowing the work down or do all pitch in?*
- Do you have any performance problems that should be addressed?*
- Will this amount of work continue or will it slow down? Or ramp up?*
- Are the processes right? Are there ways we can do this better and faster?*
- Can better equipment help?*



# 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*

# Your Employee Retention Goals

- 
- ◎ Reduce total annual turnover to \_\_% beginning July 1st
  - ◎ Improve 180-day new hire retention to \_\_% beginning July 1st



# 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?





# Gallup's 100 Year Commitment

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



# Your Learning

- *What is the **most valuable** thing that you have learned?*
- *How will you **apply** what you have learned?*

