



## 53rd Annual Human Resources Conference & Expo

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# Get Them to Stay

## Increasing Employee Retention with Stay Interviews and High Potential Leadership Programs

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## GOALS FOR TODAY

- Leave this session with concrete ideas about how to implement two high-impact programs
- Understand how these programs influence employee engagement, retention, and succession planning
- Review a real case study showcasing program implementation & effectiveness



# AGENDA

- Driving Employee Engagement & Retention
- Management Training as a Program for High Potential Employees
- Stay Interviewing
- Applying these Concepts to your Business + Templates
- Key Learnings



# 12 ELEMENTS OF ENGAGEMENT

1. I know what is expected of me at work
2. I have the materials and equipment I need to do my work right
3. At work, I have the opportunity to do what I do best every day
4. In the last 7 days, I have received recognition or praise for doing good work

*Gallup SOAW, 2017*



# 12 ELEMENTS OF ENGAGEMENT

5. My supervisor, or someone at work, seems to care about me as a person
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*Gallup SOAW, 2017*



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*Gallup SOAW, 2017*



## MANAGEMENT TRAINING PROGRAMS





**“Leadership experience? I have  
13 people following me on Twitter!”**



What are some of the benefits of leadership development programs?

What are some of the benefits of management training programs?



## MANAGEMENT TRAINING

- Make your managers better manage
  - retain more employees
- Build a custom program instead of buying one off the shelf
- Make participation based on supervisor nominations
- Incorporate development of high potential employees into the program



# BUT who has the time?!

YOU can do it!

Working with very limited resources and still managed to make an award-winning management training program, in good company with large organizations like Southwest Airlines, Groupon, and NBC Universal.



# BUT who has the time?!

- It doesn't have to be perfect the first time around – get something off the ground, add to it, iterate, and relaunch
- Start small – a 3 session mini-series – then add more sessions to it
- Enlist some of these high potential employees to help build it!

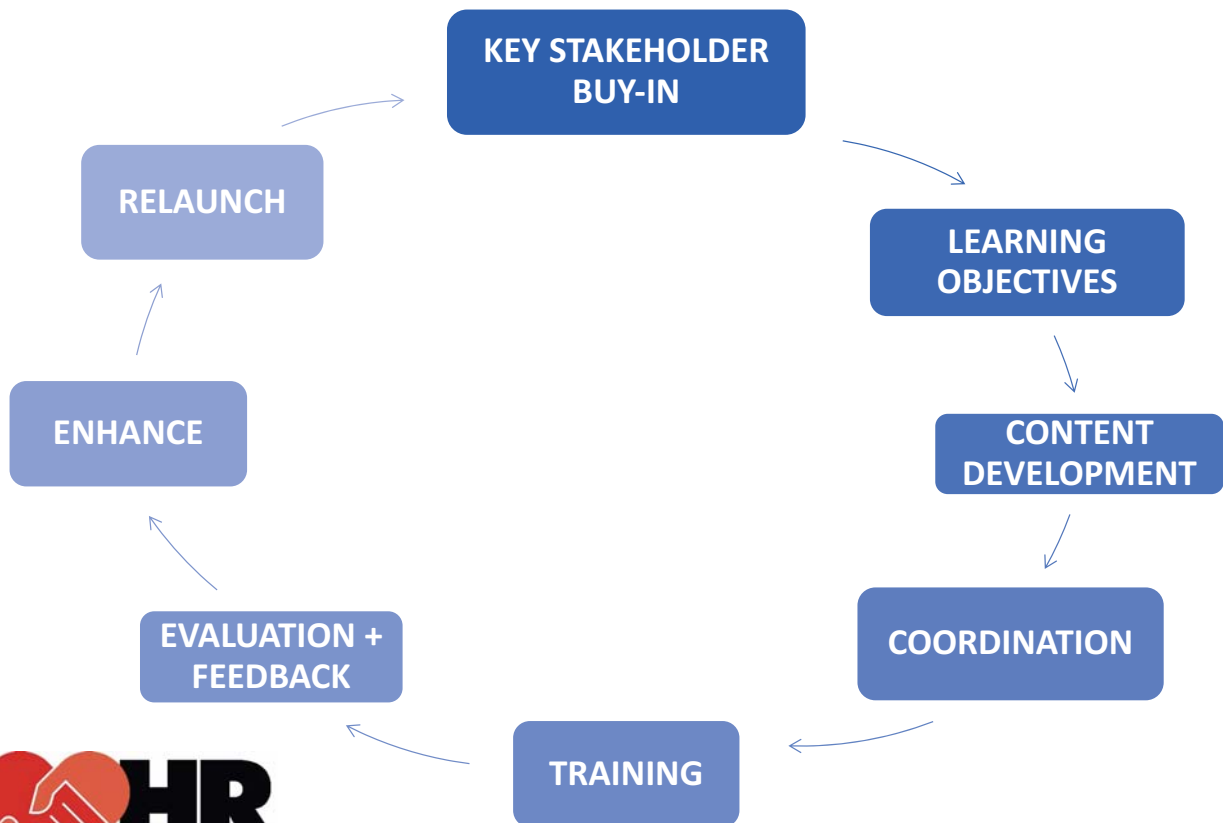


# Or maybe your greatest obstacle is money...

- Find local speakers and create an incentive for the speaker
- Build original content
- Use open-source content
- Find other ways to make it special – it doesn't need to be flashy



## APPLYING IT TO YOUR BUSINESS





What are the top 2 gaps in your people management?

What is the greatest implementation obstacle you are likely to face?



- Acquiring the Supervisor Mindset
- Offsite Leadership Session
- Performance Management
- Policy Management
- Pioneers of Corporate Culture
- Company Operating Structures





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# YEAR 1 PROGRAM

- Leading Across Generations
- Being Intentional with Direct Reports
- Collecting & Handling Employee Feedback/Concerns
- Interviewing Techniques & Best Practices
- Employee Onboarding



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## FUTURE YEARS

### YEAR 2

- Budget / P&L Management
- Eliminating Bias & Discrimination
- Effective Delegation

### YEAR 3

- Senior Level Executive Presence
- Conflict Resolution & Employee Mediation
- Being a Manager of Managers



# THE RESULTS



## THE RESULTS

Employee feedback about  
management and supervisors  
improved significantly





## THE RESULTS

*I have confidence in the leadership of this organization – 86% → 100% Agreement*

*The leaders of this organization care about employees' well being 89% → 98% Agreement*

*Senior leaders live the core values of the organization 89% → 100% Agreement*

*The leaders of this organization are open to input from employees 89% → 98% Agreement*



## THE RESULTS

- *My supervisor treats me fairly*
- *My supervisor treats me with respect*
- *My supervisor handles my work related issues satisfactorily*
- *My supervisor handles my personal issues satisfactorily*
- *My supervisor acknowledges when I do my work well*





# THE RESULTS

- *My supervisor tells me when my work needs improvement*
- *My supervisor is open to hearing my opinion or feedback*
- *My supervisor helps me develop to my full potential*
- *I feel I can trust what my supervisor tells me*



# LESSONS LEARNED



# LESSONS LEARNED

+

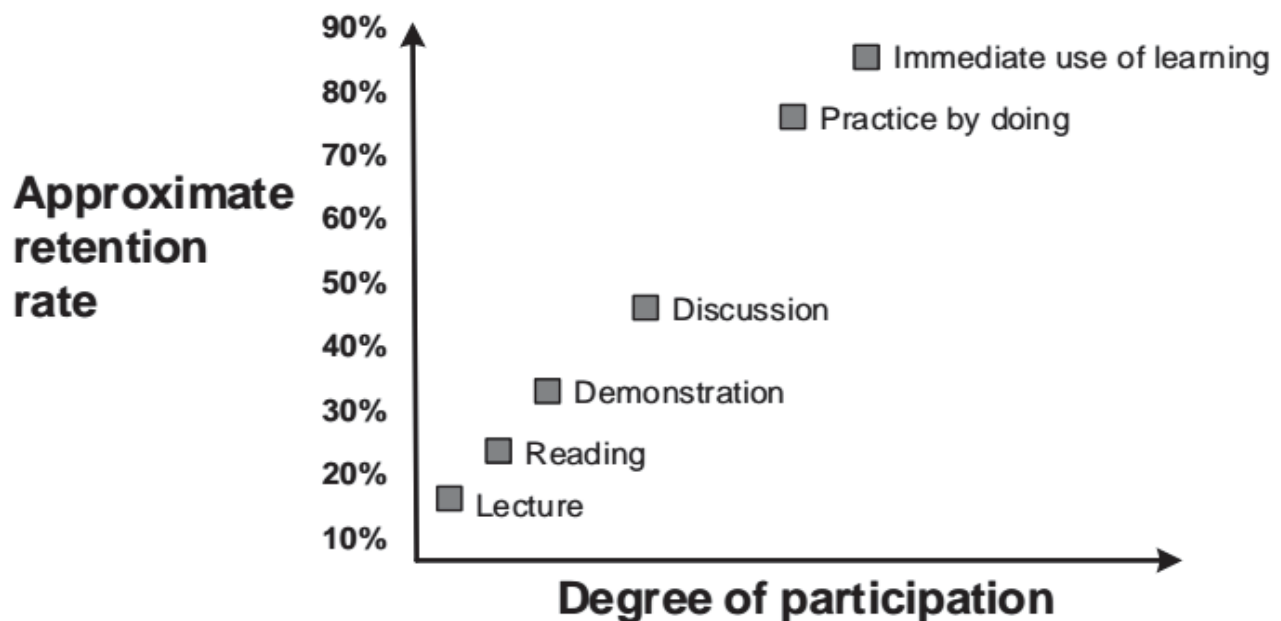
- Varying the training methods
- Evolving the program over time
- Making it a 3 year program

-

- Webinars
- Holding make-up sessions
- Adding participants mid-year



## EFFECTIVENESS OF TRAINING METHODS



# UNANSWERED QUESTIONS + FUTURE CONSIDERATIONS

- What happens when most of the company has done it? How does it remain a true HiPo Program?
- Folders / Notebooks?
- Can it evolve to contain video sessions?



## STAY INTERVIEWS



# Who loves Exit Interviews?



Who finds the content from  
Exit Interviews beneficial?





# STAY INTERVIEWS

“Stay interviews are conducted to help managers understand why employees stay and what might cause them to leave. In an effective stay interview, managers ask standard, structured questions in a casual and conversational manner. Most stay interviews take less than half an hour.”



*SHRM, 2017*

# STAY INTERVIEWS

“A stay interview is a one-on-one interview between a manager and a valued employee. Its aim is to learn what makes employees want to keep working for you. Likewise, it's designed to uncover what might make key employees want to leave.

Conduct enough stay interviews, and you might find your employees are citing the same reasons for staying (or wanting to go).”

*Inc, 2013*



# WHY DO STAY INTERVIEWS?

- Effective feedback channel
- Ultimately a retention and planning tool



## BENEFITS

- Drives employee engagement *when done correctly*
- Partner in succession planning
- Quick wins to fix known and unknown issues
- Get helpful feedback from employees before their exit interview



# BENEFITS

- Aid for supervisor transitions – provides good summary of current employee state for new managers
- Stimulates & motivates the employee
- Inexpensive!



## QUESTIONS TO ASK



# What other questions would you want to ask your employees?



- First stay interview around 15-month mark
- Managers hold conversation during a 1:1
- Managers submit a retention worksheet to Department Head & HR
- Revisit and refresh in years 2+



# Retention Risk Grid

Likelihood of Departure	High			
	Medium			
	Low			
		Low	Medium	High



*Impact of Departure*



## RETENTION WORKSHEET

- Risk Grid
- Employee Happiness Level
- Top 3 Risk Factors
- Top 3 Retention Factors



# Retention Risk Grid

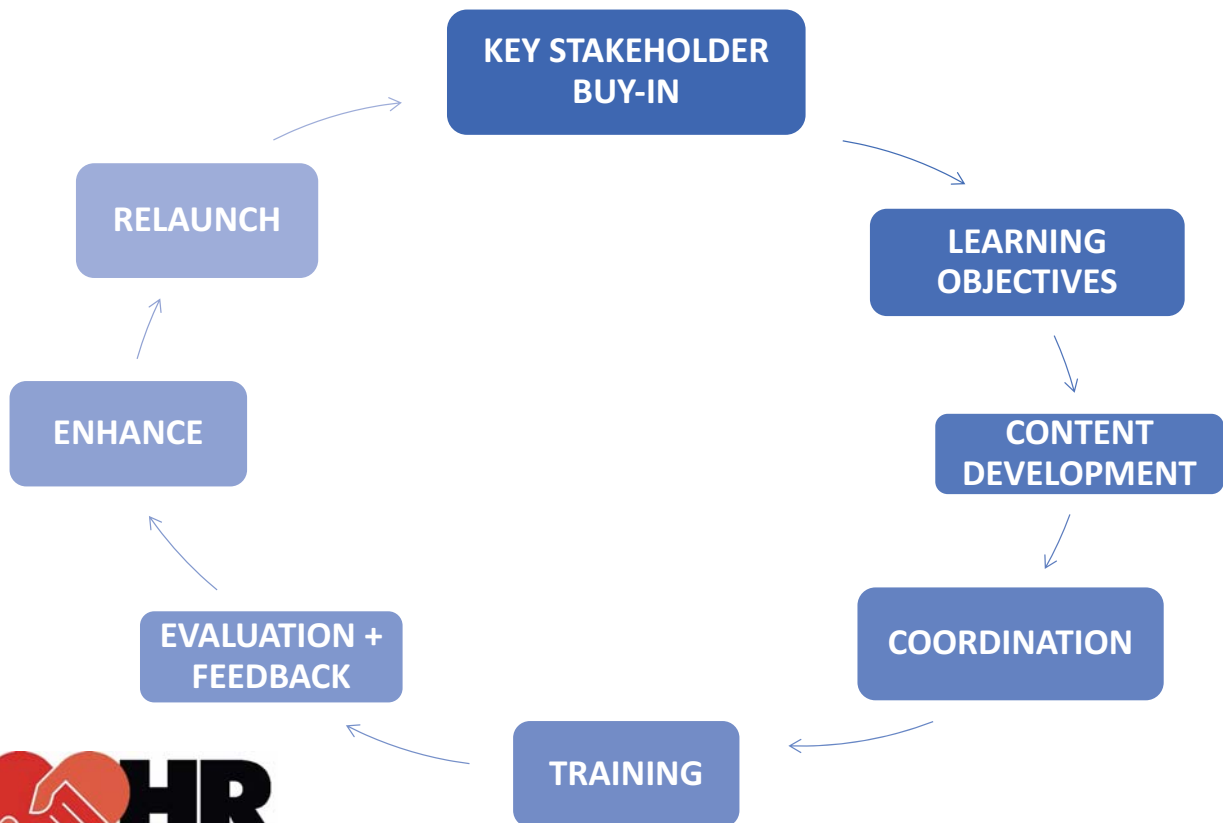
<i>Likelihood of Departure</i>	High	4%	4%	4%
	Medium	4%	18%	22%
	Low	0%	33%	11%
		Low	Medium	High



*Impact of Departure*



## APPLYING IT TO YOUR BUSINESS



# TRAINING MANAGERS

- Logistics
- Opening the conversation
- Guiding the discussion + responding to employee feedback
- Making the employee part of the solution
- Closing the conversation
- Follow-up + call to action



# TRAINING MANAGERS

**Stay Interview Question:** What about your job makes you want to come to work everyday?

**Manager Thought:** How can we bring *more* of these factors to this employee's day to day?



# TRAINING MANAGERS

**Stay Interview Question:** What about your job makes you roll your eyes or want to just get up and leave? What might tempt you to leave?

**Manager Thought:** How can we remove, limit, or minimize these factors? What can we remove *tomorrow*?



# TRAINING MANAGERS

**Stay Interview Question:** How do you know if you've had a great day?

**Manager Thought:** Are we creating enough of these moments for this employee? How can we make sure they feel it?





# THREATS TO EFFECTIVE STAY INTERVIEWING

- Time constraints
- Lack of follow-up
- Employees don't care
- Hesitation to share honestly
- Resistance from managers
- Becomes a dumping ground



## THE RESULTS

In the first 18 months, not a single employee left Hanapin that completed a stay interview.

Since then, we have only had one employee leave that has done a stay interview, BUT the retention worksheet was completed properly

→ able to plan effectively





# THE RESULTS

*I plan to continue my career with this organization for at least 2 more years*

2015 – 78% in Agreement

2017 – 90% in Agreement



## THE RESULTS



- Quick fixes + “Ah-Ha” moments
- Manager / Direct Report relationship  
→ more open and honest
- More clear & direct feedback, rooted in honest conversation vs. indirect comments or word of mouth



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*Gallup SOAW, 2017*



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*Gallup SOAW, 2017*



4 in 10

U.S. employees strongly agree  
that when they are at work,  
they have the opportunity to do  
what they do best every day.



*Gallup SOAW, 2017*

3 in 10

U.S. employees strongly agree they have the materials and equipment they need to do their work right.



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3 in 10

U.S. employees strongly agree that in the last seven days they have received recognition or praise for doing good work.

4 in 10

U.S. employees strongly agree that their supervisor, or someone at work, seems to care about them as a person.



*Gallup SOAW, 2017*

3 in 10

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*Gallup SOAW, 2017*

4 in 10

U.S. employees strongly agree that in the last year, they have had opportunities to learn and grow.



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# OVERALL RESULTS

Employee assessment of...

***“Leadership & Planning”***

89% → 97% Agreement

***“Relationship with Supervisor”***

92% → 96% Agreement

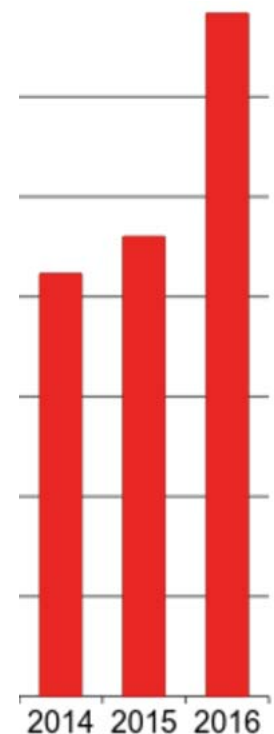
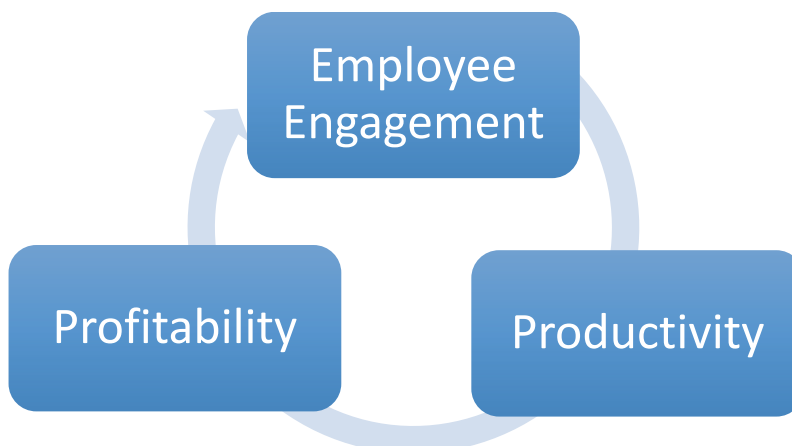
***“Overall Engagement”***

90% → 96% Agreement



# OVERALL RESULTS

**Overall employee retention  
rate jumped from 67% to 88%**





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