

# GET THEM TO STAY: USING STAY INTERVIEWS TO DRIVE EMPLOYEE RETENTION

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## GOALS FOR TODAY

1. Understand how Stay Interviews influence employee engagement, retention, and succession planning
2. Leave this session with concrete ideas about how to implement this high-impact program
3. Review a real case study showcasing program implementation & effectiveness



## AGENDA

- Driving Employee Engagement & Retention
- Stay Interviewing
- Applying These Concepts to your Business + Templates
- Key Learnings



U.S. EMPLOYEES      WORLD'S BEST ORGANIZATIONS

33% vs. 70%

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ARE ENGAGED AT WORK

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*GALLUP State of the American Workplace, 2017*

## 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
6. There is someone at work who encourages my development
7. At work, my opinions seem to count
8. The mission or purpose of my company makes me feel my job is important

*Gallup SOAW, 2017*



## 12 ELEMENTS OF ENGAGEMENT

9. My associates or fellow employees are committed to doing quality work
10. I have a best friend at work
11. In the last six months, someone at work has talked to me about my progress
12. This last year, I have had opportunities at work to learn and grow.

*Gallup SOAW, 2017*



## STAY INTERVIEWS



## WHO LOVES EXIT INTERVIEWS?



**WHO FINDS THE CONTENT FROM EXIT INTERVIEWS BENEFICIAL?**



## STAY INTERVIEWS

**STAY  
INTERVIEW**



## WHY DO STAY INTERVIEWS?

- Effective feedback channel – clean feedback
- Open ongoing lines of communication
- Ultimately a retention and planning tool
- Likely to drive a better situation for an employee – win win.



## 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?

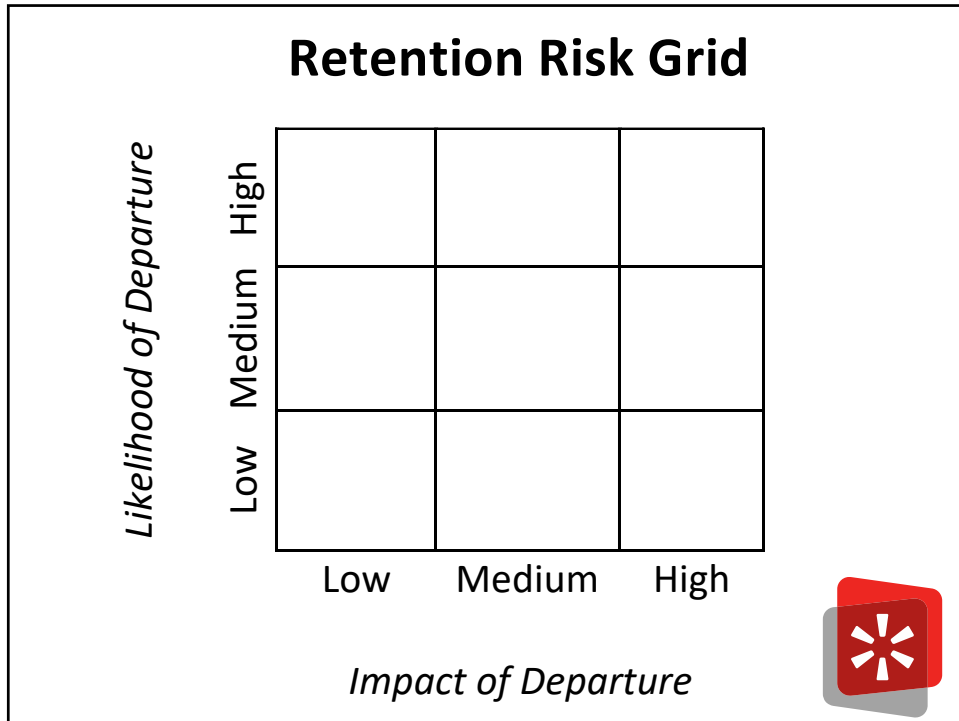


## PROCESS

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




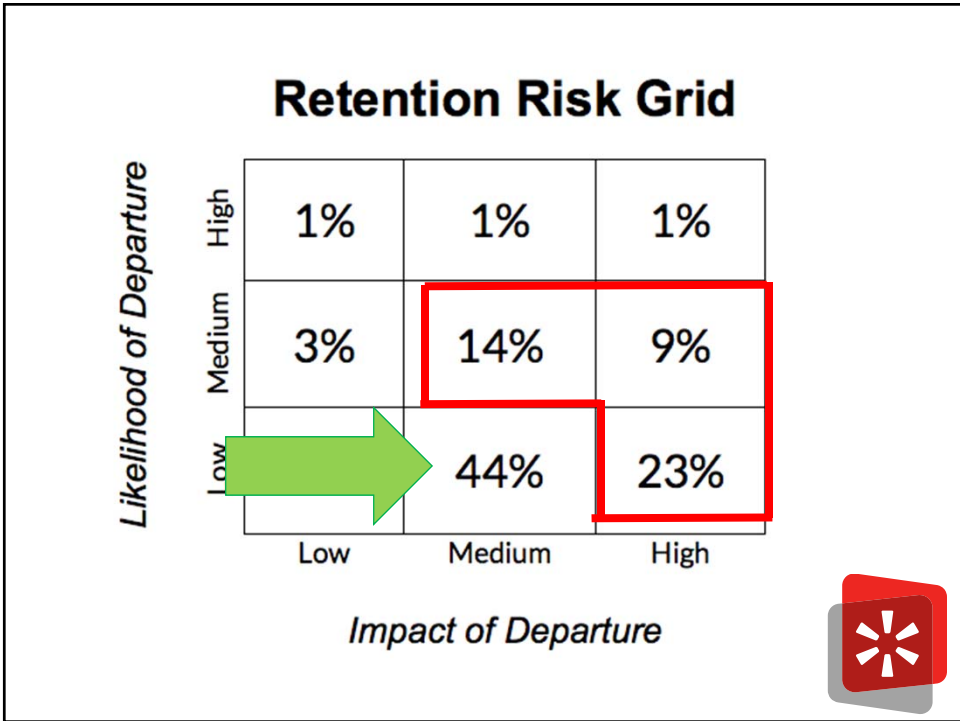
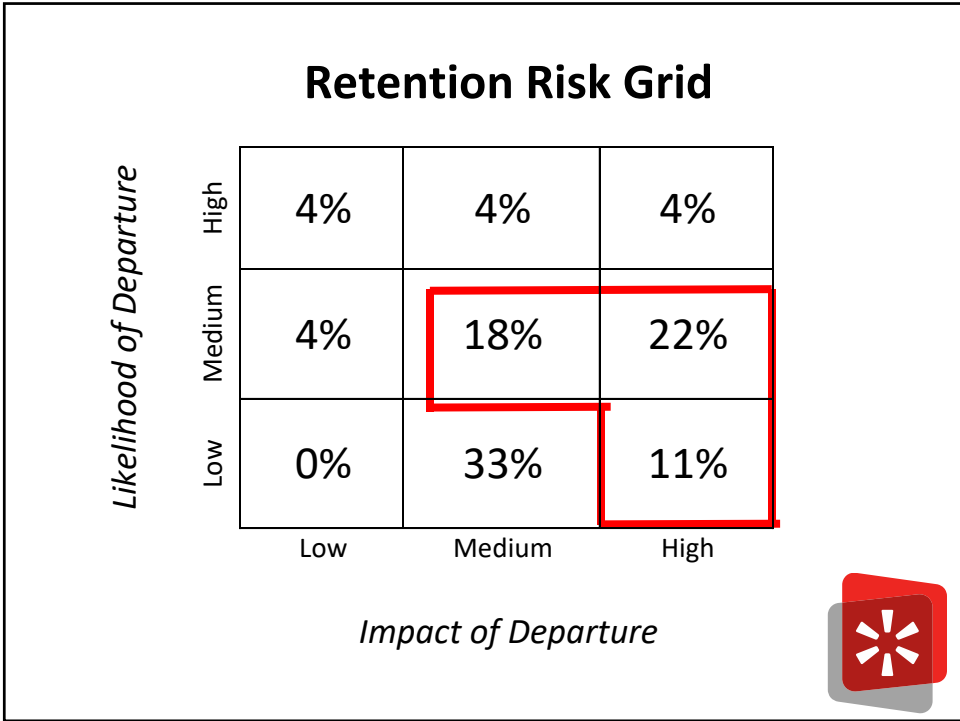




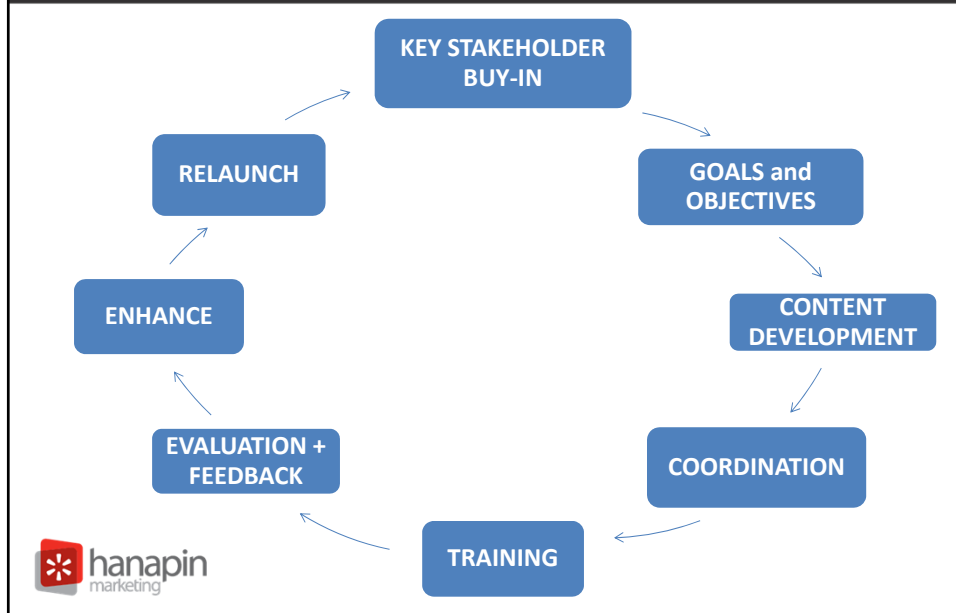
## RETENTION WORKSHEET

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





## APPLYING IT TO YOUR BUSINESS



**WHAT IS THE GREATEST  
IMPLEMENTATION OBSTACLE  
YOU ARE LIKELY TO FACE?**

## 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*?



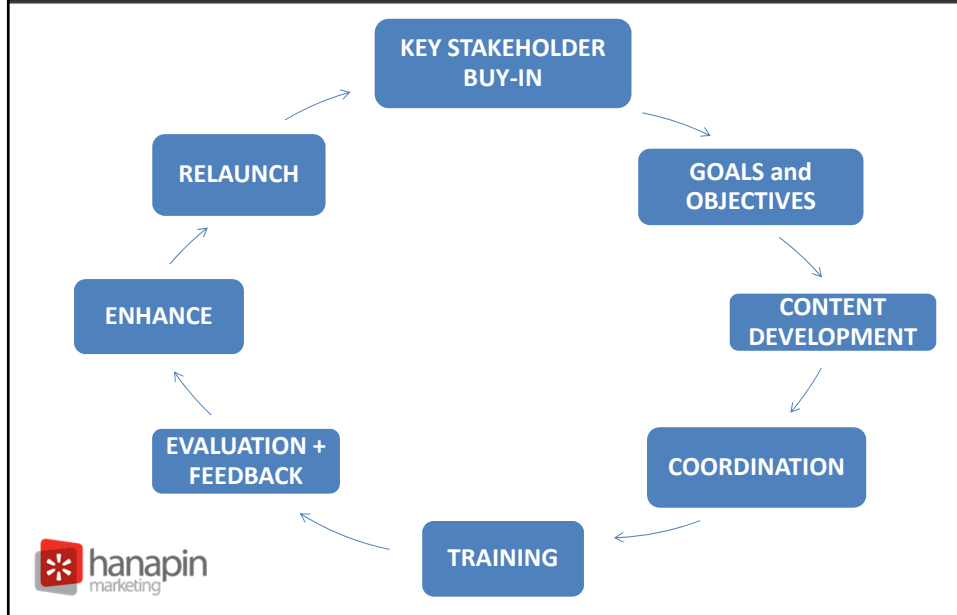
## TRAINING MANAGERS

**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?



## APPLYING IT TO YOUR BUSINESS



## DEVELOPING YOUR STRATEGIC PLAN

**WHO ARE YOUR KEY  
STAKEHOLDERS?**

**WHAT ARE YOUR GOALS &  
OBJECTIVES?**

**WHAT IS THE GREATEST  
IMPLEMENTATION OBSTACLE  
YOU ARE LIKELY TO FACE?**

**WHO NEEDS TO BE  
INVOLVED?**



## THREATS TO EFFECTIVE STAY INTERVIEWS

- Time constraints
- Lack of follow-up
- Employees don't care
- Hesitation to share honestly
- Resistance from managers
- Resistance from team to change/new initiatives
- Becomes a dumping ground
- Prioritizing process > purpose



## THE RESULTS

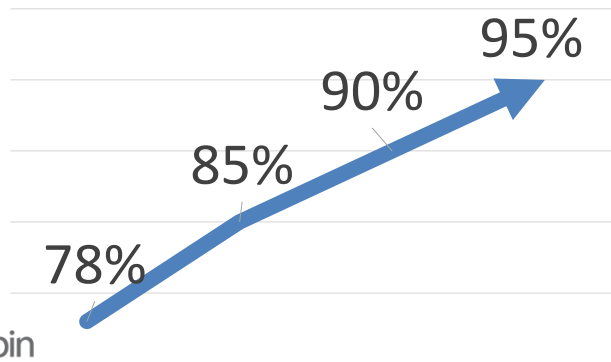
In the first 18 months, not a single employee left Hanapin that completed a stay interview.



**WIN**

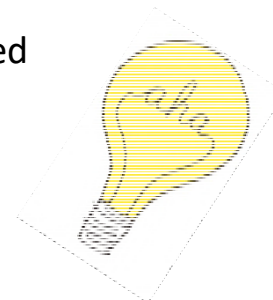
## THE RESULTS

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



## 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
- Lessons Learned



3 in 10

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

*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.

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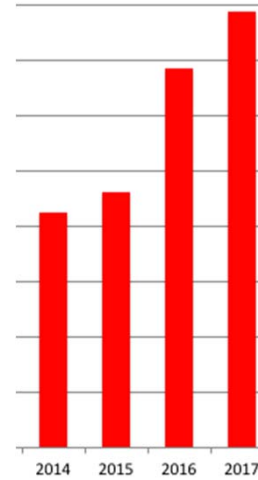
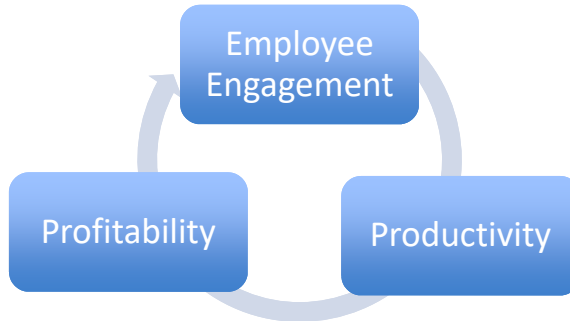
U.S. employees strongly agree that at work, their opinions seem to count.

*Gallup SOAW, 2017*

**WIN**

## OVERALL RESULTS

**Overall employee retention rate  
jumped from 67% to 95%**




**Q&A**

## WANT TO CHAT MORE?

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