

## STAY INTERVIEW GUIDE FOR MANAGERS

### PURPOSE

Stay interviews help managers understand why people are staying or leaving the organization. This information enables them to make changes to ensure critical team members and high potentials feel heard and valued, and ultimately stay.

Managers schedule a casual 20–30-minute meeting and ask questions to get a pulse on how the individual is feeling, and if they are thinking about leaving the company.

### BENEFITS

- Enable ongoing communication and increase engagement.
- Create a safe environment for sharing thoughts and feelings.
- Build trust and relationships.
- Receive feedback and act on it to make it a great place to work.
- Understand what motivates others.
- Make others feel heard and valued.
- Develop and grow talent.
- Create high performing teams.
- Spend time retaining talent rather than having to hiring new people.

### STRUCTURE

#### SET THE TONE

Share the purpose and format of the conversation. You'll be taking some notes; and a summary of the conversation potential solutions/plans might be shared with other managers and HR.

*"Thank you for your time today! I'd like to have an informal chat to find out how things are going. It's important to me that you have the support you need to be successful and feel heard. I'm going to take some notes to ensure that I capture the information that matters to you and feedback you have. We'll summarize the conversation and agree on any relevant plans going forward at the end of the conversation. This might be shared with other relevant parties who might help us move forward. Does this sound good to you?"*

#### HAVE A TWO-WAY CONVERSATION

Use some of the open-ended questions below to gather meaningful information. This conversation is about the individual and your job is to listen and gather their ideas and feedback.

- *"How do you feel about the current business environment? What are your concerns?"*
- *"What do you like most or least about working here?"*
- *"What are you most proud of doing in the past six months?"*
- *"If you could change something about your job, what would that be?"*

- “What are your greatest talents and how often do you get to use them?”
- “What are you passionate about?”
- “What would you like to learn or develop in the near future?”
- “How do you feel about your work/life integration?”
- “What motivates you to come to work every day?”
- “What could I do more / less / differently as your manager?”
- “What would it take for you to reject a job offer from a competitor or another company?”
- “On a scale of 1-10, how would you rate working her? What would it take to get you to a 10?”
- “What role do you aspire to do next?”

## SUMMARIZE AND CLOSE

Summarize the key points and develop an action plan together. Thank the individual for taking time to share their thoughts and feelings. Here are a few examples:

*“I’d like to summarize our conversation today so that we both have the same understanding. You mentioned that the main reasons for staying at the company are xxx / main reasons you might leave the company are xxx. The immediate action points we talked about are xxx.”*

*“Thank you for sharing your thoughts and feelings with me. Is there anything else you’d like to talk about?”*

*“I’m committed to making this a great place to work. Let’s connect in xxx weeks to follow-up!”*

## NOTE

- Be aware if the individual doesn’t answer or gives short answers, e.g. yes, nothing, everything is ok, I don’t know.
- Clarify further if appropriate: “I’m curious, why are you saying this?” or “Can you clarify this further, so I understand how you are feeling/what you mean?”
- They are doing great in their own role, but they don’t feel they belong and are part of the team.
- They are critical and/or have ideas for improvement shows that they care about the future of the organization.
- Stay open-minded and avoid judging their responses.

## **NEXT STEPS**

Any time you ask for input, act on it. Here are some suggestions:

- Schedule time to review the action plan together.
- Encourage others to build on ideas.
- Agree on development goals / career plan.
- Recognize others and celebrate achievements.
- Talk to your manager / HR about potential flight risks.
- Help others find a mentor/coach.
- Support others to volunteer for projects that are aligned with their passions.
- Encourage others to share their values and strengths with others.