What Do These Numbers Represent?

102675  89401  88440
How a Financial Analyst Calculates Cost of Turnover

Source: HR Advancement Center Cost of Turnover Calculator; Talent Development interviews and analysis.

Direct financial cost of turnover for one employee

Recruitment expenses

Replacement labor expenses

Separation expenses

Onboarding expenses

Lost revenues

The Bill That You Foot

It affects YOUR TEAM

It affects CARE

It affects YOU

Source: Talent Development research and analysis.
## Proven Strategies for Reducing Turnover

### ENGAGEMENT

- Strengthen **sense of vision and purpose**
- Make leaders **visible and accessible**
- Give staff a **sense that their work really matters**
- Ensure staff feel their job is a **good fit for their skills**
- Demonstrate that the organization values their ideas and suggestions

### RECRUITMENT

- Screen applicants for **cultural fit**
- Ensure candidates have **accurate expectations** of the job

### ONBOARDING

- Ensure new hires **feel welcomed**
- Add support to help new hires **cope with their workload**
- Provide **early feedback about performance**

Many leaders focus on engagement tactics to significantly reduce turnover.

---

### Case Study: The Power of a Personal Conversation

#### A Disheartening Phone Call:
- Received call asking for reference for staff member from colleague in another department
- Staff member in question was high potential; losing him would be a blow to the team

#### How She Turned it Around:
- Scheduled check-in to learn how she could help staff member find more enjoyment in current job (or a different job)
- Offered new EPIC trainer position as alternative to leaving the department

#### The Best Possible Outcome:
- Staff member now serves in manager role in same department; revamped EPIC rollout processes and training with great success

**IN THE STAFF MEMBER’S WORDS:**

"I’d already applied to other jobs—and she knew. When she made this offer there was an immediate feeling of recognition. Our organization requires you stay in your job one year before you can transfer, so I was surprised she was willing to bend the rules for me... But this is what I’d wanted: to be recognized for my talents and what I could bring to the job. It was empowering."

---

1) Top five engagement drivers by impact on engagement for all employees, determined by multivariate regression analysis of 42 engagement drivers for 2012, 2014 and 2015.

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Sources of Departure Risk—and Reasons to Stay

Future Plans
What they want for their career

Frustrations
The parts of their job they can’t live with anymore

Life Events
Significant milestones or changes in their personal life

Why We Don’t Have Conversations About Turnover

Four Reasons Not to Bring it Up

1. I may make the situation worse by planting the seed.
2. I can’t do anything to change their decision anyway.
3. It’s too personal and uncomfortable.
4. I’m too busy to have any more one-on-one conversations.
Overcoming Reason #1: I May Make the Situation Worse by Planting the Seed

Bringing It Up Does More Good Than Harm

Manager Stay Interview Guide

Name of Employee:
Job Title:

Have you ever thought about leaving our team?

How does working here compare to what you thought it would be like?

Impact of Stay Interviews on Turnover at Burcham Hills

- 72% Decrease in turnover among experienced nurses
- 100% Retention for new nurses in the first 180 days

Case in Brief: Burcham Hills Retirement Community

- 133-bed retirement community in East Lansing, Michigan
- In 2011, introduced manager-led stay interviews for nurses after 30 days of employment, annually for all other staff members


Overcoming Reason #2: I Can’t Do Anything to Change Their Decision Anyway

Most of the Time, You Can Do Something

Limited Number of Staff Plan to Leave for Personal Reasons

- 15% of staff say they will likely retire, move, or go back to school full time in the next three years

Compensation Rarely the Reason Staff Leave

- 88% of staff leave for reasons other than money

Source: Advisory Board Survey Solutions’ National Employee Engagement Database; Branham L, The Seven Hidden Reasons Employees Leave, New York: Amacom, 2005, 3; Talent Development research and analysis.
Overcoming Reason #3: It’s Too Personal and Uncomfortable

Personal Doesn’t Have to Mean Painful

Two Examples of How to Start a Conversation

“Now that you’ve set a wedding date, is there anything I should know about your future here?”

“I want to make sure you have a path that you’re excited about here. I’d love to spend some time discussing what the future looks like.”

Overcoming Reason #4: I’m Too Busy to Have Any More One-on-One Conversations

Time Is Finite, So Triage Is Key

Choose the Right Conversations for the Right Person, at the Right Time

For a Select Few “Keystone” Staff Members

Stay Interview

Find out will likely make someone stay at the organization—and reduce the risk she will leave

When There’s an Unmistakable Red Flag

Red Flag Check-In

When you see a sign that someone may be considering leaving, bring it up (productively)

When a Staff Member Plans to Leave

Resignation Recovery Conversation

Balance your emotional response and learn as much as you can when someone gives notice

Source: Talent Development research and analysis.
Reduce the Risk That Keystone Staff Will Leave

Mastering the Stay Interview

Defining a Keystone

Keystone, n.

1. The wedge-shaped piece at the crown of an arch that locks the other pieces in place
2. Something on which associated things depend for support

Keystones Can Take Many Forms

Categories to Consider

**Top Performers**
Give 120% to the team and to their work; consistently exceed expectations

**Staff with High Influence**
Set the tone for a positive and collaborative team culture; looked up to by many

**Future Leaders**
 Likely to take on leadership roles in the near future

**Key Relationship Owners**
Build and "own" strategic relationships within, and outside of, the organization

---

Identify Your Keystones

**Source:** Talent Development research and analysis.
Think Beyond the Obvious

It’s easy to run to:

- Staff I frequently rely on to make my job easier
- Staff who remind me of myself
- Staff whose skills have been indispensable in the past

Be sure to consider:

- Staff adept at handling matters on their own
- Staff who are different from you, but who complement the team well
- Staff with strengths and backgrounds that will help the organization succeed in the future

Source: Talent Development research and analysis.
Exercise

Design a “Dream Room”

Step One: Select the room you will design.
- Kitchen
- Living Room
- Other: ________

Step Two: Design your dream bedroom by picking up to three elements below to add to the floor plan (see Step 3). You can pick multiple elements from the same category, or write in your own.

Service Elements
- Walls
  - Wainscoting
  - Other Materials (plaster, etc.)
- Paint
  - Semi-Gloss
  - Other

- Door Hardware
- Front Area Rug
- Carpet

- Lighting
  - Overhead Lighting
  - Pendants
  - Desk/Lamp
  - Ambience Lighting
- Other

- Furniture
  - Leather Furniture
  - Accent Wood
  - Other

- Decor
  - Shelves
  - Other

Electronics and Appliances
- Big Screen TV
- Speaker/Bose System
- Other

Shower Items
- Shower
- Other

Dream Room

Step Three: In the space provided, draw the elements you selected. Write in a grid for each element and be as specific as you can. For example, if you add a chair, is it a bean bag chair, a leather recliner, or a rocking chair?
Design a “Dream Room”

Design Grading Scale

A
I like it better than what I designed for myself

B
It’s a free room...I’ll take it

C
It would be a great room for someone else

F
I’d like to see my designer’s credentials…
Why We’re Bad at Reading Minds

Two Cognitive Biases That Skew Our Perceptions

1. We give too much weight to the information we already have

2. We project our own preferences onto other people

Redefining the Stay Interview

The Conventional Approach

Stay Interview:
A conversation where you suspend your assumptions about what would make someone stay in their job and listen for their real preferences.

A Better Approach
Three Goals for the Conversation

1. Learn What Is Most Important for Their Future
   - Are there any responsibilities they don’t want to let go of?
   - What skills do they consider most critical to their development over the next year?
   - Is there something you can do to make this job feel more fulfilling to them?

2. Understand the Frustrations They Can’t Live With
   - What frustrations do they have that they would not put up with in the long term?
   - What’s one thing that might make them not want to work here?
   - How can you better meet their needs or fix existing problems with their current job?

3. Surface Relevant Professional Goals and Life Events
   - Where do they see their life going in the next three years?
   - What challenges might that create for them in their current role?
   - How can you best support their progress toward their future goals?

---

Exercise

Three Goals for the Conversation

<p>| Step One: Read through the questions below. Choose one question from each category that you consider the most important. |</p>
<table>
<thead>
<tr>
<th>What Would</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learn What Is Most Important for Their Future</td>
</tr>
<tr>
<td>☐ Is there anything you’re doing now that you absolutely would not want to let go of?</td>
</tr>
<tr>
<td>☐ What do you think is the most challenging, but exciting part of your job?</td>
</tr>
<tr>
<td>☐ Can you think of a skill you don’t have now that if you could develop, would make you feel more fulfilled? What is it?</td>
</tr>
<tr>
<td>☐ What’s something you’ve always wanted to do in this job, but never had the chance to do?</td>
</tr>
<tr>
<td>Understand the Frustrations They Can’t Live With</td>
</tr>
<tr>
<td>☐ Are there any frustrations or parts of this job that keep you up at night?</td>
</tr>
<tr>
<td>☐ When you picture the upcoming week at work, what things do you dread?</td>
</tr>
<tr>
<td>☐ What things do you really miss from your last job?</td>
</tr>
<tr>
<td>☐ Has anything really come together in the last six months? If so, what was it?</td>
</tr>
<tr>
<td>☐ Is there anything about your role that you really can’t see that we might be able to change at this time, but aren’t sure about how to do this? What are these things?</td>
</tr>
<tr>
<td>☐ If you were to give your next manager advice on how best to support you, given your personality style, what would your #1 piece of advice be? Anything else, and I promise to take it personally!</td>
</tr>
<tr>
<td>Surface Relevant Professional Goals and Life Events</td>
</tr>
<tr>
<td>☐ What are your long-term professional goals?</td>
</tr>
<tr>
<td>☐ What other role—innov, or at another organization—can you imagine yourself in down the road?</td>
</tr>
<tr>
<td>☐ Is there anything about this job that you think is incompatible with your lifestyle? If so, what is it?</td>
</tr>
<tr>
<td>☐ Do you have any concerns about how the job will mesh with your life in the future? If so, how do you think you would make that work?</td>
</tr>
<tr>
<td>☐ How can you support your personal goals where you want to be professionally in five years?</td>
</tr>
</tbody>
</table>

---

Make YOU Stay?

Step Two: Think about how you would answer each question. Write your answers in the space provided.

<table>
<thead>
<tr>
<th>How would you answer the question?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
Tips to Make the Conversation More Effective

1. **Tee up the conversation in advance** so staff have time to think about what's important to them.

2. **Keep it separate from the formal performance review** to ensure the conversation focuses on more than the individual’s current role and strengths.

3. **Don’t try to problem-solve in the moment**; instead, use the time to ask questions and learn about the individual’s hopes for the future, frustrations, and priorities.

Don’t Fumble at the Goal Line

<table>
<thead>
<tr>
<th>If they say:</th>
<th>You might:</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I want to do more work with a pediatric patient population.”</td>
<td>Connect them to a mentor or shadowing opportunity with an option to transfer to a role in pediatrics in the future.</td>
</tr>
<tr>
<td>“I’m concerned I’ll never get the opportunities I need to prove myself as a leader.”</td>
<td>Solicit them to help onboard and train new hires or give them ownership over part of the rollout for a new technology or process.</td>
</tr>
<tr>
<td>“It’s important that I finish my master’s degree on schedule.”</td>
<td>Explore part-time or flexible work options for work schedules—and help find a new role in the organization where they can utilize their new degree.</td>
</tr>
</tbody>
</table>
Stay Interview Intervention Crowdsourcing

5 Steps to Ensure ROI on Your Stay Interview

Conversation Follow-Up Checklist

☐ Block your calendar for 15 minutes after each stay interview to reflect on your notes and identify 1 to 2 action steps

☐ Schedule time with your own manager, peers in your network, or HR to brainstorm ways to make the role more appealing and clear away obstacles

☐ Check in again with the staff member 3 weeks from now to review your action steps—and tweak if necessary

☐ Follow up in 1 month to confirm your actions steps were put into practice and are making a difference

☐ Schedule another stay interview conversation in 6 months to make sure you stay up to date on what’s important to them

Source: Talent Development research and analysis.
Recognize and Respond to Red Flags
Mastering the Red Flag Check-In

Watch for the Full Range of Red Flags

Eight Common Red Flags

- Uncharacteristic Shift in Performance
- Erratic Attendance
- Disinterest in Their Role
- Withdrawal from Relationships
- Noticeable Shift in Attitude
- Comments from Peers
- Recent Disappointment
- Significant Life Event

Source: Talent Development research and analysis
Red Flags Often Appear as Negative Shifts

Eight Common Red Flags

Uncharacteristic Shift in Performance
- Accomplishes less
- Fails to follow through

Erratic Attendance
- Multiple, last-minute schedule changes
- Repeatedly arrives late or leaves early

Disinterest in Their Role
- Complains about major responsibilities

Withdrawal from Relationships
- No-show at regular gatherings with colleagues

Noticeable Shift in Attitude
- Makes positive comments about competitors

Comments from Peers
- Leader or peers recommend checking in

Recent Disappointment
- Upset about request for new schedule being denied

Significant Life Event
- Says graduation from master’s degree will be turning point in career

Red Flags Sometimes Appear as Positive Shifts

Eight Common Red Flags

Uncharacteristic Shift in Performance
- Accomplishes less
- Fails to follow through
- Shows sudden boost in efficiency

Erratic Attendance
- Multiple, last-minute schedule changes
- Repeatedly arrives late or leaves early
- Provides series of good excuses for last-minute absences

Disinterest in Their Role
- Complains about major responsibilities
- Suddenly curious about other roles

Withdrawal from Relationships
- No-show at regular gatherings with colleagues
- “Just here to get my work done” attitude

Noticeable Shift in Attitude
- Makes positive comments about competitors
- Advocates aggressively on behalf of peers

Comments from Peers
- Leader or peers recommend checking in
- Others observe that person is uncharacteristically focused

Recent Disappointment
- Upset about request for new schedule being denied
- Strangely un-phased by negative performance review

Significant Life Event
- Says graduation from master’s degree will be turning point in career
- Reassures you of loyalty while in degree program (but no mention of what happens after graduation)
No Shortage of Reasons to Put Off the Conversation

I don’t know him well enough to ask that
I shouldn’t pry, it’s probably none of my business
I’ll wait until I see something else
She’s probably just having a bad week
This will go away on its own
This is going to be awkward
I don’t have time for this today
She’s about to get promoted, she won’t leave now
I can’t ask about something so personal

Four Reasons Not to Bring It Up

1. I may make the situation worse by planting the seed.
2. I can’t do anything to change their decision anyway.
3. It’s too personal and uncomfortable.
4. I’m too busy to have any more one-on-one conversations.
Why You Can’t Afford to Let It Slide

Four Missed Opportunities

- **Reverse a Preventable Departure**: You can uncover (and address) a factor that is driving them to leave.
- **Start the Backfill Process Sooner**: More advance notice gives you more time to plan the transition and find a replacement.
- **Resolve a Frustration**: You may uncover a problem that you can fix to make someone’s job more enjoyable.
- **Stop a Bad Attitude from Spreading**: You can address any attitude or performance issues before they spread.

Err on the Side of a Brief Red Flag Check-In

**The Conventional Approach**

*Wait and See:*

- Most leaders wait for:
  - The red flag to repeat
  - Definitive proof that a staff member intends to leave

**A Better Approach**

*Red Flag Check-In:*

A brief conversation where you seek to understand the source of an observed red flag and if the person is considering leaving.
While You Watch the Videos…

**Exercise**

**How Will You Approach a Red Flag Check-In?**

*Instructions:* As you watch each video, record what you liked and disliked in the spaces below.

<table>
<thead>
<tr>
<th>Video #1</th>
<th>Video #2</th>
<th>Video #3</th>
</tr>
</thead>
<tbody>
<tr>
<td>What You Like</td>
<td>What You Dislike</td>
<td>What You Like</td>
</tr>
<tr>
<td>Video #1</td>
<td>Video #2</td>
<td>Video #3</td>
</tr>
</tbody>
</table>

Use the space below to note any techniques that you want to remember for your future Red Flag Check-ins.

Source: Talent Development research and analysis.
Find the Words That Match Your Style

Representative Opening Lines

“I wanted to set aside some time to sit down and see what’s exciting you.”

When Can You Use It?

Anytime, with any staff member, regardless of your level of rapport

The Management Approach

“I’ll be honest: I miss your contributions…”

When you have a strong, personal relationship with the other person

The Personal Approach

“At times like these, sometimes I find myself wondering, ‘What are my next moves?’…”

When the red flag is a change in the other person’s life or a change at the organization (rather than a shift in performance or attitude)

The Career Path Approach

Write Your Opening Lines

Exercise

Instructions: Follow the instructions below to plan your next Red Flag Check-in.

Who will you check in with?

What red flag(s) do you want to plan your next Red Flag Check-in?

Uncharacteristic shift in performance

Grit: Avoidance

Distracted in the moment

Poor Physical Health

Withdrawal from relationships

Significant life events

Script how you will start the conversation:

Based on the feedback you received from your peers, write a revised version of your opening script:

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Source: Talent Development research and analysis.
Increase the Chances That Departing Staff Will Stay
Mastering the Resignation Recovery Conversation

Our Initial Reaction Is Usually Counterproductive

Three Common Reactions to Resignations

- **Lash Out**: Attack or question their judgment, motivation, or character
- **Resign Yourself to the Departure**: Jump right into discussions about the departure plan and timeline
- **Strong Arm**: Attempt to convince or coerce them to reconsider their decision

Source: Talent Development research and analysis.
Shift Your Purpose from Saving to Learning

The Conventional Approach

Make a Save:

Change someone’s mind about their decision to leave by offering solutions to issues they raise in the moment.

A Better Approach

Resignation Recovery Conversation:

A conversation where you gather as much information about the departure as possible and do not attempt to change their mind.

How to Leave the Door Open

Three Elements in a Resignation Recovery Conversation

1. Acknowledge their value
2. Learn as much as you can
3. Earn the right to a follow-up conversation, if warranted
Acknowledge Their Value

“Strictly Professional”

“You’re extremely skilled at what you do.”
“You’ve shown a lot of growth, especially in the last six months.”
“You have a real knack with patients.”
“Working with you is a pleasure.”
“Honestly, I can’t imagine this place without you.”

“Touchy-Feely”

Learn As Much As You Can

Questions to Ask

**What Are You Doing Next?**
- What will you do when you leave?
- Are you moving to another neighborhood or city?
- Are you taking time off between this job and your next move?
- What do you expect to be most different about your new role (compared to this job)?
- What are you most excited about?

**What Led You to This Decision?**
- How will your new role advance your career goals?
- What about your role here made you interested in other options?
- What could we have done more (or less) of that would have prevented you from looking elsewhere?

**Is Your Departure an Absolute Certainty?**
- Have you signed a new contract?
- Is the timeline for your departure fixed?
- Can you think of anything that might make you want to stay here?
- If you were to return to this organization in the future, what change would you hope to see?
Sometimes People Conceal Their True Reasons

Disconnect Between What They Say and What They Really Think

"It just seems like the right time to make a change."

I don’t think I’ll ever be able to do the work I want to do here.

Reasons Staff Conceal the Truth

• To avoid personally offending you
• To keep an awkward conversation from going on longer than it has to
• To preserve a positive relationship with the organization

Pro Tips for Getting Beyond Superficial Answers

Suggested Probing Techniques

The Facilitator’s Pause
Pause for a few seconds before you ask a question and after they answer.

How It Works:
• Gives them time to think
• Encourages them to say more
• Prevents you from “filling in” an answer for them

Ask for Permission
Ask for permission before you ask a question about a sensitive subject.

How It Works:
• Gives them control
• Increases safety and rapport
• Lessens defensiveness
Tips to Keep the Conversation on Track

Common Flashpoints and How to Recover

<table>
<thead>
<tr>
<th>What You Might Do</th>
<th>What They Might Do</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>People Get Upset</strong></td>
<td>You find yourself frustrated or pushing hard to persuade them</td>
</tr>
<tr>
<td><strong>People Shut Down</strong></td>
<td>You find yourself withdrawing from the conversation without getting useful information</td>
</tr>
</tbody>
</table>

**How to Get Back on Track**

1. **Reiterate Respect for Their Decision**
   
   “I understand this is an important decision for you. Your career is important to me, too.”

2. **Restate Your Purpose**
   
   “As someone who cares about you and your career, I’d like to learn more.”

---

Exercise

Resignation Recovery Conversation Practice

**Exercise:**

**Resignation Recovery Conversation Practice: Scenario B**

**Step One:** Read the scenario below:

You have managed an important nursing unit for three years. For the last two, you’ve worked with a new director who is a bit of a challenge. The person is a senior-care nurse whose passion for the work and previous administrative experience make them a standout member of your team. You also think they have great judgment and they work well with other staff on the floor (nursing and physicians alike). You believe this person will make a great manager someday.

To prepare this person for a future leadership role, you’ve encouraged them to lead facility-wide shared governance meetings, and shadow you on patient rounds. Your phone for this person to develop management skills they need to serve as a charge nurse—and eventually assistant director/manager—in the near future. You are impressed by how well this person has handled these opportunities, and you think they’ve gotten a lot of them.

You have a check-in today with this person, and you’re expecting them in a few minutes. They said they have some news to share, and you’re curious to know what it is.

**Step Two:** Plan key questions that will help you learn about their departure. Write them in the space below:

**Step Three:** During and after the exercise, record any tactics that you want to remember in the space below:

**Questions to Ask**

**Tactics to Remember**

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Source: Talent Development research and analysis.
Earn the Right to a Follow-Up Conversation

How to Set the Stage

“If comparable opportunities may exist here:

“I’d like to see if we might be able to find something just as good for you here. Would you be open to waiting a few days for me to connect with some leaders about what we may be able to do for you?”

If there’s a potentially solvable frustration:

“Thank you for being so open. I really appreciate it. I’d like a chance to fix the issues you brought up. Would you be open to continuing our conversation next week?”

Time Is Finite, So Triage Is Key

Choose the Right Conversations for the Right Person, at the Right Time

For a Select Few “Keystone” Staff Members

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Find out what likely makes someone stay at the organization—and reduce the risk she will leave

When There’s an Unmistakable Red Flag

Red Flag Check-In

When you see a sign that someone may be considering leaving, bring it up (productively)

When a Staff Member Plans to Leave

Resignation Recovery Conversation

Balance your emotional response and learn as much as you can when someone gives notice

Source: Talent Development research and analysis.
It’s a Small World

Your Attitude Toward Departing Staff Matters

If Departing Staff Are “Dead to Me”

- People conceal their plans
- People suffer frustrations silently
- People hold back requests that would make a difference for them
- People who leave warn others away

If You Truly Wish Them Well

- People discuss possible career moves early on
- People are open about their frustrations
- People are comfortable advocating for themselves
- People who leave recommend you enthusiastically

Source: Talent Development research and analysis.
When were you left with a lasting feeling of appreciation?

How to Let Go with Grace

Actions That Send a Message

- **Make a LinkedIn group for team alumni**
  - Send the Message:
  - We are a family and we will continue to be a resource for each other

- **Invite staff out for coffee before they leave**
  - Send the Message:
  - I value our personal relationship and want it to continue

- **Address the things that frustrated departing staff**
  - Send the Message:
  - I won't take it personally when you share your concerns

- **Publically celebrate career moves**
  - Send the Message:
  - We celebrate people taking the next step that's right for them

Source: Talent Development research and analysis.
Master Three Conversations
to Stop Turnover