Talent Development

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Exercise

What Gets in the Way of Conversations About Turnover?

Instructions: Reflect on the four common reasons we don’t have conversations about turnover—or other tough conversations. Circle the one or two reasons that you relate to the most.

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.

Source: Talent Development research and analysis.
Identify Your Keystone Staff

**Step One:** Review the categories below and identify people you consider to be “keystones,” whose departure would have an outsized impact. List their names on the right.

Keystones may include:

- **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

**Step Two:** Refine your list by answering the questions below to add anyone you might have initially overlooked.

- Who **handles matters so well** that they’re rarely on your radar?

- Who **is different from you**, but complements the team well?

- Who **has strengths that will help the organization succeed in the future**, but might not play a central role today?

**Step Three:** Circle two to three people on your list you want to prioritize for Stay Interviews.

Source: Talent Development research and analysis.
Exercise

Step One: Select the room you’ll design.

☐ Kitchen  ☐ Den  ☐ Other: ____________________

☐ Living Room  ☐ Bedroom

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

Sample Elements

Walls
☐ Wallpaper  ☐ Exposed Brick  ☐ Paint Color: ____________________

☐ Wood Panels/Shiplap  ☐ Red Accent Wall  ☐ Other: ____________________

Flooring
☐ Stained Hardwood  ☐ Tile  ☐ Distressed Floors

☐ Floral Area Rug  ☐ Carpet  ☐ Other: ____________________

Lighting
☐ Chandelier  ☐ Skylight  ☐ Antique Table Lamp

☐ Floor-to-Ceiling Window  ☐ Track Lighting  ☐ Other: ____________________

Furniture
☐ Leather Recliner  ☐ Bar and Stools  ☐ Rocking Chair

☐ Reclaimed Wood Dining Table  ☐ Floor-to-Ceiling Bookshelves  ☐ Other: ____________________

Decor
☐ Orchids  ☐ Globe  ☐ Taxidermy

☐ Abstract Art  ☐ Grandfather Clock  ☐ Other: ____________________

Electronics and Appliances
☐ Big-Screen TV  ☐ Roomba Vacuum  ☐ Espresso Machine

☐ Surround Sound System  ☐ Mini Fridge  ☐ Other: ____________________

Bonus Items
☐ Aquarium  ☐ Piano  ☐ Treadmill

☐ Pool Table  ☐ Fireplace  ☐ Pet Door

☐ Walking Closet  ☐ Hot Tub  ☐ Other:

Source: Talent Development research and analysis.
Dream Room

**Step Three:** In the space provided, draw the elements you selected. Write in a label 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?
What Would

Step One: Read through the questions below. Choose one question from each category that you consider the most important.

1. Learn What Is Most Important for Their Future
   - Is there anything you're doing now that you absolutely would not want to let go of?
   - What do you think is a challenging, but exciting, part of your job?
   - 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?
   - What is something you've always wanted to do in this job, but never had the chance to do?

2. Understand the Frustrations They Can't Live With
   - Are there any frustrations or parts of this job that keep you up at night?
   - When you picture the upcoming week at work, what things do you dread?
   - What things do you really miss from your last job?
   - Has anything made you consider leaving in the last six months? If so, what was it?
   - Is there anything about your role that you really don’t like that we might be able to change or fix? If so, let’s brainstorm together how to do this. What are those things?
   - If you were to give your next manager advice on how to best support you, given your personal style, what would your #1 piece of advice be? (Anything goes, and I promise not to take it personally!)

3. Surface Relevant Professional Goals and Life Events
   - What are your long-term professional goals?
   - What other roles—here, or at another organization—can you imagine yourself in down the road?
   - Is there anything about this job now that’s incompatible with your lifestyle? If so, what is it?
   - Do you have any concerns about how this job will mesh with your life in the future? If so, is there anything you can think of that we could change about the job to alleviate these concerns? Let’s brainstorm together.
   - How can I support your progress towards where you want to be professionally in five years? In ten?
Make YOU Stay?

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

How would you answer the question?

How would you answer the question?

How would you answer the question?
For Your Reference: Sample Stay Interview Questions

Questions to Learn What Is Most Important for Their Future

• Is there anything you’re doing now that you absolutely would not want to let go of?
• What do you think is a challenging, but exciting, part of your job?
• 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?
• What is something you’ve always wanted to do in this job, but never had the chance to do?

Questions to Understand the Frustrations They Can’t Live With

• Are there any frustrations or parts of this job that keep you up at night?
• When you picture the upcoming week at work, what things do you dread?
• What things do you really miss from your last job?
• Has anything made you consider leaving in the last six months? If so, what was it?
• Is there anything about your role that you really don’t like that we might be able to change or fix? If so, let’s brainstorm together how to do this. What are those things?
• If you were to give your next manager advice on how to best support you, given your personal style, what would your #1 piece of advice be? (Anything goes, and I promise not to take it personally!)

Questions to Surface Relevant Professional Goals and Life Events

• What are your long-term professional goals?
• What other roles—here, or at another organization—can you imagine yourself in down the road?
• Is there anything about this job now that’s incompatible with your lifestyle? If so, what is it?
• Do you have any concerns about how this job will mesh with your life in the future? If so, is there anything you can think of that we could change about the job to alleviate these concerns? Let’s brainstorm together.
• How can I support your progress towards where you want to be professionally in five years? In ten?
Exercise

Post-Stay Interview Interventions to Remember

Instructions: Use this space to record interventions and solutions that seemed particularly effective so you can refer to them later.
Stay Interview Follow-Up Checklist

Instructions: Use this checklist to make sure you’ve allocated enough time to put an effective plan in place.

☐ Block your calendar for 15 minutes after each Stay Interview to reflect on your notes and identify one or two specific 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 that your action steps were put into practice and are making a difference.

☐ Schedule another conversation in 6 months to make sure you stay up to date on what’s important to them.
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>What You Like</th>
<th>What You Dislike</th>
</tr>
</thead>
<tbody>
<tr>
<td>Video #1</td>
<td></td>
</tr>
<tr>
<td>Video #2</td>
<td></td>
</tr>
<tr>
<td>Video #3</td>
<td></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.
Exercise

Write Your Opening Lines

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

Who will you check in with?

What red flag(s) have you seen? (check all that apply)

- 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

Script how you will start the conversation:

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

Resignation Recovery Conversation Practice: Scenario A

Step One: Read the scenario below.

You have managed your department for three years. For the last two, you’ve worked with one staff member in particular in whom you have a lot of confidence. You value this person highly and think they have great judgment. You believe this person will make a great manager someday soon.

To that end, you have been giving this person opportunities to take on leadership responsibilities in the department. For example, over the last year you’ve asked them to take charge of staff onboarding, to go in your place to interdepartmental meetings, and to attend trainings on how to manage and inspire others. You are impressed by how well this person handled these opportunities, and you think they’ve gotten a lot out 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 a few questions that will help you learn what is behind their departure. Write them in the space below.

Questions to Ask

Tactics to Remember

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

Source: Talent Development research and analysis.
Exercise

Resignation Recovery Conversation Practice: Scenario B

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

You have managed an inpatient nursing unit for three years. For the last two, you’ve worked with one nurse in particular in whom you have a lot of confidence. This person is a second-career 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 (techs 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 be a preceptor, attend facility-wide shared governance meetings, and shadow you on patient rounds. Your goal is for this person to develop the management skills they need to serve as a charge nurse—and eventually, assistant nurse 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 out 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 a few questions that will help you learn what is behind 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.