



agency + print

Manager Lunch & Learn 3/16/2023

ALWAYS ENPOINTE.



agency + print

Stay Conversation

ALWAYS ENPOINTE.

Stay Conversation Purpose

- Employee retention
- To sustain individual engagement
- Help employees feel valued
- Promote trust

Can I Really Impact Retention?

Research shows:

- When employees stay it is because of the relationship with their immediate manager (National Education Association)
- Employees stay for managers first and co-workers second (Salary.com)
- Poor leadership causes over 60% of all employee turnover (Saratoga Institute)
- Employees who stay primarily for their supervisors stay longer, perform better, and are more satisfied with their pay (Talent Keepers)

ALWAYS ENPOINTE.

Why Should I Care

It costs you if they leave

- Recruitment and hiring costs
- Your time investment in the hiring process
- Lost productivity while position is vacant
- Training time/cost
- Lost (or stolen) customers
- Risk of error during learning curve
- Increased safety concerns with new hires
- Low management credibility

It cost you if they stay

- Disengaged employees have more absenteeism and safety incidents
- The cost of overtime to cover illness and worker's compensation adds up
- These employees are generally very ineffective and unproductive
- They are more likely to engage in unethical behavior
- They create more turnover within the company

ALWAYS ENPOINTE.

How Do We Not Only Retain, But Engage?

Employees want:

- Good relationships... strong and authentic bonds with colleagues and supervisors
- A supportive manager... that recognizes, values and respects them and their work
- A compelling future... a sense that they fit with the company and can learn/grow careers if they choose
- Motivating jobs... opportunities to exert influence and make a difference at work
- Compensation... fair pay and benefits

ALWAYS ENPOINTE.

How to Conduct the Stay Conversation

- Schedule meeting in advance

“I want you to know that you make a difference to our team and your contributions are valued and appreciated.

I’d like to spend time to identify what is important to you in your career and experience with ENPOINTE”.

Let’s get together on (date)...”

ALWAYS ENPOINTE.



agency + print

- Should be a relaxed; but prepared for conversation
- Not across a desk
 - Meeting room
 - Offsite
- Not a review time
- Address what they like and dislike

ALWAYS ENPOINTE.

Be Prepared

Before the meeting:

- Remember – this conversation is about and for the employee
- Be flexible in your thinking (have a clean slate)
- They will bring up things that will surprise you
- Focus on what's important to them and park your beliefs and biases
- No automatic “No’s”
- DO NOT convert or divert the stay conversation to a performance review

ALWAYS ENPOINTE.

Listen to Your Employee

- Take notes
- Capture all key spoken items
- Reinforce the message to the employee that their opinion matters to you
- Probe
- Suspend judgment
- Invent options for mutual gains

Be a Leader

- Take responsibility for Company decisions
- Do not throw the company under the bus... you are the company
- Steer clear of the “Blame Game”

“We didn’t get to make this decision, but we do get to decide how to make it work in our department. Let’s get together in two days and I’d like you to give me three good ideas on what we can do to make this work”

ALWAYS ENPOINTE.



agency + print

Co-create / Empower

- Don't commit to changes you cannot make
- Don't own fixing it
- Co-created solutions and Stay Plans built mutually by you and your employee work best
- Customize!... One size does NOT fit all

ALWAYS ENPOINTE.

You Are Not Expected to Be the Expert

- If stumped, it's okay to say “I don't know”
- Be sincere and genuine
- If no ideas or answers emerge...
 - Do not “make up” a response
 - Tell the employee you do not have an answer and commit to doing some homework to find out
 - Schedule a follow-up to clarify and discuss further

ALWAYS ENPOINTE.

Silence is Okay

- Silence can be awkward, uncomfortable and intimidating
- Do not disrupt a silent pause because you are feeling uncomfortable
- Silence indicates you've asked a great question – give the employee time to process and develop their response
- Put your employee at ease with silence... “I’m very interested in hearing what you think, so please take your time.”

ALWAYS ENPOINTE.

Other Successful Pointers

- Be present and there for the employee
- Be open minded
- Probe deeply to get to the root cause of an issue
- Get examples
- Take the time to understand
- Don't jump to quick solution

After Stay Conversation

- Thank them for sharing
- Commit that you will fully consider all that they have said
- Forward conversation documentation to Human Resources
- Work with your Manager to develop a comprehensive Stay Action Plan
- Don't "drop the ball"... follow-up on the commitments you made



agency + print

Stay Conversation Guide

The purpose of a Stay Conversation is to promote employee retention, sustain individual engagement, help employees feel valued and promote trust.

Sustaining individual engagement and helping employees feel they make a difference and are a valuable team member promotes a culture of trust. Trust emerges from meaningful interactions with supervisors that strengthen the sense employees have that they are doing meaningful work, that their supervisor is supporting them, and they are a part of a team that is in it “together”.

To prepare for the conversation, set up the opportunity in a positive way. The key is to emphasize that this is a “stay” conversation to get a better understanding of the employee, including their passions and career goals, what they value in life, and what they need to be more successful in their role.

Hold the meeting in an informal setting to put the employee at ease. Listen, probe, take notes and follow through on commitments. This will enhance trust, confidence, respect, and connection you have with the employee. After the meeting compile your notes and provide a copy to Human Resources. Work with your manager to determine next steps. HR will share with the Senior Leadership Team to provide support where applicable.

Keep in mind, that this is a guide. The questions below can help your structure your conversation. Remember to be open-minded, have an appreciative attitude and use the information to build a stronger relationship and work experience with your employee.

Ask for their ideas; this is a great opportunity for the employee to take some ownership of their job satisfaction level.

Sample opening statement:

“Hi _____. Thanks for meeting with me today. I appreciate your time. I’m glad you are a part of my team and I wanted to take this opportunity to learn more about what’s important to you and what we can do to enhance your work experience at ENPOINTE.

Questions:

1. What do you like most about ENPOINTE?
2. What do you like least about ENPOINTE?
3. What do you enjoy about your job?
4. What would increase your job satisfaction?
5. Anything you would change?
6. What are your career goals?
7. What can I do to support you?

ALWAYS ENPOINTE.

Now Let's Practice

- Divide into groups of three
- Take turns in the following roles:
 - Manager
 - Employee
 - Observer
- 10 minute each cycle
- Manager initiate a stay conversation with your employee
- Observer shares feedback... what worked / what didn't
- Switch roles and repeat exercise until everyone has been in each role



agency + print

Debrief of Exercise

- Share thoughts?
 - What worked
 - What didn't
 - Suggestions

ALWAYS ENPOINTE.