



A Toolkit for Retention

Chapter 1: A Few Questions to Ask Your Employees

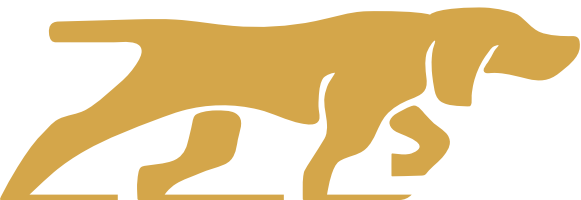


If you want to retain your employees you have to talk to them.

It's easy to tell someone you care about them and that their feelings are understood and heard. But unless you take any sort of action, then those things you say are meaningless.

You might have lost 1, 5 or 25 employees over the past two years, and while we all understand how hard that's been, now is the time to make sure you don't lose anymore. It's time to put a plan in place to finetune or even completely overhaul your company's current culture to **meet the expectations of your employees.**

So, what do your employees need from you? It's time to finally ask them. Try taking these questions with you to your next staff meeting.



Here are 3 questions you can ask today that can help you keep your employees:

- 1 What do you need from me to make your life easier?
- 2 What are your dreams professionally, and how can I help you get there?
- 3 What could I do today to improve our company's culture?

OK, so before you copy and paste a message on Slack or in an email asking your employees what they want most out of life, let's make sure you understand what you're asking for.

Take a second to understand why these 3 questions can help you keep your employees.

Why these questions help you

It's not that hard. We're not reinventing the wheel here. Instead, we're re-examining our company's focus to prioritize our employees' well-being. We're asking employees to evaluate what they need from you in order to be happy and successful.

There are no right or wrong answers, but the responses you get can help you get closer to your employees, and they can help inform the decisions you make in the future as you:

- Plan for professional development opportunities for your employees so they can take steps to gain the skills they need to become better at their jobs and qualify for internal promotions.
- Develop a strategic plan for the next quarter/year to grow your business
- Make decisions about things, like, whether or not to offer employees perks like exercise stipends, wellness plans or things like hybrid workspaces or unlimited PTO



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Chapter 2: A Practical Look at Retention: Start,
Stop, Continue





Leaders can learn a lot from those they lead.

There's always going to be room for improvement for our leaders. But one of the best ways to learn how to improve is by looking to your own employees.

These conversations are important. Don't be afraid to be direct with your employees — when you ask direct questions, you get direct answers.

“Start, Stop, Continue” is an approach to getting feedback that helps you understand your current level of performance as a leader and helps you get valuable insight into the minds of your employees and how you can improve.

To use this method, all you need to do is ask employees for feedback in three different ways:



Stop

Tell me what this company needs to stop doing right now.



Start:

Tell me what isn't being done currently, and would be good to start doing.



Continue

Tell me what things you like that we should keep doing.

Have your employees give you three different bullets for each section. This is a great way to get the conversation started, and it gives your employees a chance to reflect on what's happened recently, what didn't work and what worked well.

Feedback can be scary sometimes, but it's **necessary for the retention of your employees**. This method offers a simple technique you can take to encourage your employees to come up with practical ideas to improve your team.



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Chapter 3: A Picture of Employee Health:
Net Promoter Score



What does your company mean to your employees?

Is this a career or just another paycheck? Are they telling everyone how great your company is to work for?

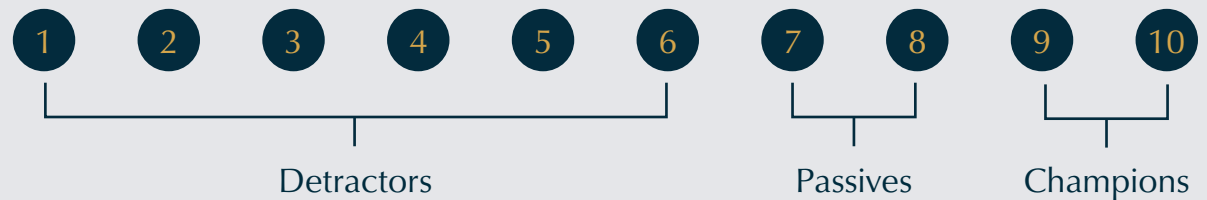
One of the best ways a leader can find out how their employees view the company where they work is by compiling a Net Promoter Score (NPS) to measure employee satisfaction.

NPS was first developed as a customer service metric to help marketers measure how a business was perceived by its customers. But the concept **can also be applied to the workplace.**

The NPS as it relates to your employee retention is derived from a score based on one simple question:

“How likely is it that you would recommend [working at this company] to a friend or colleague?”

Employees give you a rating between 0 (unlikely/not at all) to 10 (extremely likely) and depending on that score they provide, your employees fall into three categories:



Champions: 9 or 10

Enthusiastic employees who love the place they work and would recommend it to anybody and everybody.

Passives: 7 or 8

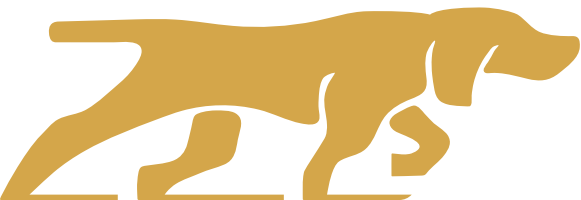
Satisfied, but not quite at the same level of enthusiasm as a promoter.

Detractors: 1-6

Unhappy with one foot out the door.

Send this question in the form of a survey. Ask your **Champions**—those 9s and 10s—to share about the company, include a prompt for your **Passives** and have them tell you why they gave the answer they did and how you can improve. Reach out to your **Detractors** for a meeting to discuss their future at your company—find out if they want to work somewhere else.

The number you get can help you get a better understanding of your company's overall employee health, but it isn't set in stone. In order to make a change, you need to first know how you're doing. This is a great way to do it.





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Chapter 4: An Investment in Retention



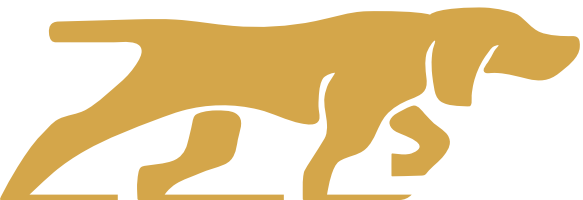
Turnover is a business issue, not an HR issue.

Dick Finnegan, author of “The Stay Interview,” says the single biggest reason that employees choose to stay is because of how much they trust their boss.

It makes sense when you think about it. The majority of our time each week is spent with our colleagues and managers, so logically these things are some of what drives happiness in our work. If we don't like the people we work with and the type of work we are doing, then we will see more and more employee turnover.

So, how do you improve the well-being of your employees at work? You have to build trust. **Employees stay for managers first and co-workers second.**

If you want to make sure these employees stay, as a manager it's going to require an investment of your time and effort in order to retain the best talent.



Here are some ways you can work to invest time in your employee relationships to help build the trust you need to prevent employee turnover.

- 1 Invite team members out to lunch—this can be in person or virtual.
- 2 Hold one-on-one check-in meetings to see how your employees are doing. See what it is they need from you to be successful.
- 3 Give team members a monetary bonus or surprise day off.

If you want to keep your employees, you need to have the courage and willingness to **invest in their lives** in order to make a difference and retain them.





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Chapter 5: A Look at Your Company Culture



Culture matters.

Take a second and think about your company's current values. Do your employees understand what they are?

Your company's culture is an important piece of employee retention. Here's why:

41% of Americans say they are looking for a stronger company culture.

COVID-19 has lifted the [facade of company culture](#). Before the pandemic, your culture might have been defined by your office space. Instead, we now have to look for new ways to enrich our company's culture beyond the office.

53% of employees say they would stay longer at a company if they felt more appreciation from their boss.

Ultimately, going to your employees to ask them how you can [help them succeed](#) shows an entirely different level of appreciation and vulnerability that is needed in order to be a leader worth following at your company





Here are six questions to ask yourself that will provide some insight into your own company culture.

1

Would your leadership team enjoy **vacationing together**? Or would the destination matter?

2

Are your employees their **authentic selves** at work, or would friends and family not recognize them in the workplace?

3

If you had a **laughometer** in the center of your office, what would it register on a scale of 1-10, 10 meaning enthusiastic and happy

4

Are you **tracking your investment** in your team as you do your clients, or as closely as your financial reporting?

5

Do you invest in the work or the lives of your team? ie: Do you **know the kids' names** of your direct reports?

6

Are you conducting **stay interviews** with your team ensuring that you understand their career goals and personal dreams?

Why does this matter?

These questions provide a glimpse inside your business. What are you doing that works? Is it time to rethink the way things are currently being done?

It's not an easy task to completely overhaul your company's culture, and we're not suggesting that's what needs to be done immediately. But understanding your current culture helps you plan for the future and helps you take necessary steps to keep top talent in place. Putting a focus on changing your culture can be one of the best investments you make in your company.

Your company culture is an investment in your team and it establishes you as the leader worth following.





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