



Love 'Em or Lose 'Em

Presented by



Beverly Kaye,
CEO, Author,
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Thought Leader

Emcee



Brian Lee,
CSP, HoF

How to Retain COVID Fatigues and Pre-PTSD Employees

**Three Powerful
Action Take-Away Tools**



dr. beverly kaye

AUTHOR
SPEAKER
THOUGHT LEADER

Dr. Beverly Kaye's contributions for the past four decades have not only positively influenced clients and industry colleagues but have facilitated respect for the learning and performance industry overall.

She is the author or co-author of five books on engagement and development, which include the Wall Street Journal best-seller *Love 'Em or Lose 'Em*, now out in its 6th edition. Beverly's books also include *Love It, Don't Leave It* as well as *Hello Stay Interviews*, *Goodbye Talent Loss* (all co-authored with Sharon Jordan Evans).

Her best-selling book on alternative career paths *Up is Not the Only Way: Rethinking Career Mobility* (coauthored by Lindy Williams, and Lynn Cowart in 2017) builds on decades of research and work in the field. Her seminal book on employee retention *Help Them Grow or Watch Them Go* (co-authored with Julie Winkle Giulioni) was updated in a second edition, released in January 2019 by Berrett-Koehler.

Developing people to optimize their capacity is a compelling, strategic priority. Providing managers and employees with practical tools to engage in conversations has moved from being a nicety to a necessity.

Dr. Kaye received the "Thought Leader Award" from the ISA (Association of Learning Providers) in March of 2018, the ATD Lifetime Achievement Award in May of 2018 and the BPI Lifetime Achievement Award in May of 2019. ATD initially recognized her contribution to the field when in 2009 they designated Dr. Kaye a "Legend" - an award that is reserved for "pioneers and prophets in the field whose ideas have endured over several decades. Most recently, - The Institute for Management Studies, a company at the forefront of leadership development since 1974, recognized Dr. Beverly Kaye with its lifetime achievement award for her contributions to the field of career development, employee engagement and leadership.

Previous Clients Include



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Expressing Gratitude

Twenty Six Practical Ways to Say Thank You to Your Employees 365 Days a Year!

Based on the Amazon.com and The Wall Street Journal's best seller *Love 'Em or Lose 'Em: Getting Good People to Stay* 6th Edition. Written by Beverly Kaye and Sharon Jordan-Evans



Showing gratitude in the workplace communicates to employees appreciation, respect, and care. It expresses to employees that they are valued. Let your employees know you are thankful for their contributions all year long.

ASK Schedule a quality conversation.

Plan for a quiet and private discussion with an employee to find out what makes them 'tick.' Ask open-ended questions and then probe to get more detailed information. Listen carefully to the answers and then partner with the employee to help them get what they want and need to be engaged and appreciated. Consider one of following questions to get the conversation started:

- What makes for a great day at work?
- What could I do a little more of or a little less of as your manager?
- If you had a magic wand, what would be the one thing you would add to your job (or delete from your job)?
- What is a skill that you would like to develop?

BUCK Get to know an employee a little better.

Talk with an employee that you do not know very well. Find out what is one thing you can do to create greater satisfaction for him/her at work -- and do it!

CAREER Help grow them.

Offer career conversations to employees. Encourage them to talk about their accomplishments during the last few months. Help the employees identify their strengths from specific accomplishments by exploring the situation, tasks and activities involved and the results. Discuss with employees how they can fully utilize the strengths identified in upcoming assignments, projects or future opportunities.

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DIGNITY Celebrate differences.

Learn about the differences among the employees on your team. Have a Discovery Day where your employees are encouraged to talk about themselves, where they grew up, holidays and traditions. Share information about yourself. Let employees know how important it is to respect and honor the differences between people. Ask for ideas on how you can continue to recognize and celebrate the differences of employees.

ENRICH Energize an employee.

Is there an employee on your team that is burned out or bummed out? Show your appreciation for his/her contributions by rekindling the 'spark' by helping the employee to learn something new or different in the job. Share a list of opportunities and ask him/her to identify one that would be exciting and energizing.

FAMILY Make work family friendly.

Identify opportunities to make the work environment more 'family friendly' for employees. Be creative. One family-friendly strategy won't meet all of your employees' individual needs. Schedule a time to ask employees for family friendly ideas. It is important to consider ahead of time the ideas you are able (or willing) to implement. Are you open to employee's...

- Working remotely (occasionally or often) to meet eldercare or child care needs?
- Bringing their children to work periodically?

- Creating a family brag board to post news about their families?
- Having flexible hours or time off for family?
- Talking with you about their lives after they leave work?

GOALS Discuss career options.

Talk with an employee about his/her career goals. Focus on the importance of using the current job to ready him/her for the next career move. Brainstorm approaches for growing in the current job and set specific goals. Set a follow-up date (maybe lunch?) to review and celebrate progress.

HIRE Help you find the 'right fit.'

Invite an employee to help you create an interview guide and questions for enhancing the hiring process. Offer the employee an opportunity to participate in the interview process using the guide and questions for an upcoming job opening on the team.

INFORMATION Get 'em in the info loop.

Ask an employee to participate with you in a meeting, webinar or conference call that will provide new or additional information about a business strategy, product, or organizational change.

JERK Invite feedback.

Solicit an employee's feedback on your communication or leadership style after a meeting, team discussion or one on one conversation.

Ask for candid ideas for improvement and how the change may enhance working together. Listen carefully and avoid being defensive. And, most importantly, thank the employee for the honest feedback.

KICKS Have a little fun.

Throw a spontaneous party for your team at break or lunch. Have an ice cream social, mid-day barbecue, or cupcakes. Do something out of the ordinary. Put a 'kick' in your team's day to show your genuine appreciation. Need additional ideas for fun?

- Make the break room a 'play area' by adding puzzles, games, or ping pong table to create an energized work environment.
- Ask employees to complete this sentence, "It would be fun at work if we..." Implement, if possible, the ideas that are generated.
- Surprise employees with funny cards, balloons, or a decorated work area.
- Celebrate individual birthdays or hold a monthly birthday party complete with cake for the team. Have a birthday wheel that the birthday gal or guy spins for a variety of fun gift cards.
- Put a healthy dose of fun into the day. Have a Potluck Dinner at work and ask each person to bring a 'healthy' food item or dessert.

LINK Make a connection.

Create a connection for an employee that will be valuable to his/her career goals. Find a person for the employee to network with who can give good advice, share knowledge and they can learn from. Make it easy by scheduling a time for the two to meet.



*Expressing Gratitude (cont'd)***MENTOR** Provide a coaching session.

Offer an employee time with an individual who has the reputation of being an excellent mentor. Encourage the employee to use the time to obtain new insights on how to make his/her next career move. Talk with the employee after the meeting to determine ways you can support actions from the coaching session.

NUMBERS Let them know they are priceless

Replacing key employees costs one or two times their annual salaries. Can you afford to lose them? Invite the employee to a breakfast or lunch and let them know you appreciate their efforts and the positive impact they have on the rest of the team. Make it meaningful by sharing a recent example of a contribution and the influence it had on the team goals. Ask the employee what makes them proud about working on your team or in the organization. Find specific ways of using this information to engage and retain the employee.

OPPORTUNITY Help them 'seek, see and seize' options.

Talk with an employee about the opportunities they are interested in learning more about in the organization. If he/she is unsure about how to proceed, coach with him/her on initial steps to take. Help 'jump start' the process by...

- visiting other work areas with the employee.
- scheduling the employee to talk with other managers to learn about opportunities.
- brainstorming with the employee opportunities to enhance the job they currently hold.
- identifying a meaningful project or assignment that will strengthen a skill or knowledge.
- encouraging the employee to review the organization's newsletter and website to learn about upcoming opportunities.

PASSION Encourage igniting their 'spark' at work.

Do you know what provides the zeal or excitement for your employees at work? Start by asking the employees to reflect on the times they said, "I love it" at work.



Brainstorm with them opportunities to do it again, or on a regular basis. Use this information to 'pin-point' areas to concentrate on to pursue their passion. Pose these questions:

- What do you enjoy doing the most in your job?
- What do you love to do outside of work?
- What opportunities are there to blend what you love outside of work into your job?

QUESTION Bend the rule.

When an employee comes to you with a new idea, listen closely and say, "Let's give it a try," before you say, "No way." If the idea is not possible, brainstorm alternative options with the employee.

REWARD Offer a sincere thank you.

When was the last time you said, "thank you" to employees for a job well done? Be consistent in demonstrating to employees that you appreciate their contributions. Here are a few ideas:

- Stop by the employee's work area and recognize his/her recent contribution. Be specific about what the employee did to earn your recognition and how it benefited others.
- Catch someone doing something right, or positive, today and thank 'em on the spot. Recognition is most valuable when it is timely.
- Remember the power of a thank you note. Consider sending the note to the employee's home so they can share the recognition with his/her family.
- Make recognition a regular part of your team meetings. Provide your praise to employees and encourage team members to praise the contributions of others.

SPACE Breathing room, please.

Inner space is the mental and emotional space employees want and need to be creative and productive members of the team. Identify a task or assignment they can do, or a project they can lead, without your direct supervision. This requires 'letting go' and trusting them to manage and do it their way – even if it's never been done that way before. And, when the task is completed, take time to give feedback and to say thank you.

TRUTH Give the gift of feedback.

Employees want open and honest feedback. They want to know how they are perceived in the organization – their reputation. Schedule a private and uninterrupted time with an employee to provide feedback on strengths, opportunities for growth, and potential next moves. Keep in mind...

- Your feedback can have a powerful impact.
- Choose your words carefully so that you will be a constructive and a positive influence.
- Ensure feedback is a balance of opportunities for development as well as recognition of strengths.

UNDERSTAND Listening is voluntary. Sign up.

Invite employees to schedule a 15 minute 'listening time' with you. Leave the agenda open so the employee can talk about whatever they desire. Your role is to have an open ear – to understand their perspectives, ideas and concerns. Just listen!

VALUES Identify what matters most.

Offer an employee a conversation with you about incorporating his/her values into the job for greater satisfaction. Ask the employee to identify what value they would like to have a stronger presence at work. Discuss ways to build more of this value into his/her work.

WELLNESS Reduce stress.

Do you have an employee that is stressed? When employees are stressed at work it impacts their ability to perform. Meet with the employee and suggest ways to minimize the stress such as: reviewing workload and expectations, not taking work home to do, exercising, talking with a friend, or pursuing a hobby/interest. Offer resources in the organization that are available to help. If cost is not an issue, surprise the employee with a gift card for a massage, yoga class, or other ideas to encourage minimizing the stress.

X-ERS AND OTHER GENERATIONS Inquire...and then inquire again.

Take an employee to lunch or out for a coffee. Find out what he/she wants from work regardless of his/her generation. Learn what is unique about the individual. Be careful not to make assumptions based on his/her birth year or life stage. Be prepared. You may learn something new.

YIELD Give the spotlight to an employee.

Give some power to an employee. Yield an assignment or project to an employee that will give him/her an opportunity for visibility in the organization and utilize a skill or strength. Offer the support and encouragement he/she needs for success.

ZENITH Show gratitude consistently

Zenith is where managers examine the success of their efforts. If the showing of gratitude was beneficial...do it again! Keep the spirit of thankfulness an important component of your leadership style 365 days a year.

Express gratitude today – and everyday!



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**LOVE 'EM or LOSE 'EM****GETTING GOOD PEOPLE TO STAY**

The “Stay Interview” For Starters

Here are some possible conversation starters and key questions to ASK your talented employees in a “Stay Interview.” Use them as catalysts for your own thinking. Modify them, put them in your own words, and choose what works best for you and the employee with whom you plan to talk.

- You are critical to me and this organization. I can't imagine losing you. So, I'd like to know, what will keep you here? What could entice you to leave?
- You are such a valuable member of our team. I want to be sure that we're doing everything we can to keep you satisfied, engaged and productive. I'd like to find out what contributes most to your job satisfaction? How can I work with you to make this happen?
- You make a difference, and I value your contributions. Let's discuss some things that are important to both of us.
- What aspects of your job do you like most? Least?
- What talents do you have that I may not be aware of?
- What are a few of the things that would appeal to you in an ideal organization?
- How can we help you develop on-the-job?
- What would you like to learn this year?
- What are your current job and career goals? What can I do to support them?
- What are you struggling with? What would make your life easier?
- What kind of day would drive you to talk to a headhunter?
- What challenges you in your day-to-day work? What bores you?
- How do you like to be recognized for your accomplishments?
- How could I support you better? Reward or recognize you more effectively?

Key Questions I Want To Ask:

1. _____
2. _____
3. _____



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STAYING CONNECTED WHILE WORKING APART

by Beverly Kaye and Beverly Crowell



Engagement has been a hot topic for at least the past twenty years. Surveys galore let organizations and managers know where they are losing and where they are winning the war for talent.

Research that informed the best-selling "Love 'Em or Lose 'Em" book has held up for five editions, soon to be six! The common theme to all 26 practices (arranged according to the letters of the alphabet) is the fine art of conversation! The current work environment has added a substantial wrinkle - how do you hold conversations in this new (perhaps here to stay) remote-working environment? Here we offer 26 ideas for conversations that should start immediately.



TRY THIS!

- Circle the five ideas that you are comfortable with and jot the initials of which employee you will ask.**
- Email this list to your remote employees and ask THEM to pick two or three that they would love YOU to ask.**
- Distribute the list at your next team meeting and discuss the subject of continued communication.**

ASK - Just because you can't be in the same room, it doesn't mean you still can't have a conversation with your employee to ask what it takes to keep them engaged, especially now. Schedule regular video/audio conferencing chats with your team, or, even easier, show you care by asking "How is working from home going for you?"

BUCK - A manager's relationship with employees is critical to their satisfaction and decision to stay or go. Don't hide behind the pandemic or remote platforms. Neither lets you off the hook. In fact, your connection matters now more than ever. Ask yourself, "Am I doing enough to stay connected to my team?"

CAREERS - Learning happens when we experience something new. Ask your employees, "What have you learned about yourself during the COVID-19 quarantine?" Discuss how what they now know may support where they want to head in their careers moving forward.

DIGNITY - Consider your remote staff. Since moving to remote work, ask yourself, "Have I treated everyone with the same level of respect? Are there any employees I may have neglected?" If so, connect now.

ENRICH - For many, working from home has become the impetus for the development of new skills and even passions. In an upcoming chat, ask, "What have you been pushed to develop during this time that you want to continue to refine in the future?"

Staying Connected While Working Apart (cont'd)

FAMILY - Working from home means working around family. Have fun with your team by scheduling a family video/audio conferencing call. Encourage everyone to attend and introduce their family to their colleagues. Encourage your team by asking, "How are you doing at balancing working from home with family life? How can I support you?"

GOALS - You may have talked about career goals with employees before the pandemic, but what about recently? You don't need a crystal ball to ask, "What were your career goals before the pandemic? Have they changed? If so, how?"

HIRE - As a hiring manager, you understand that finding the "right" fit increases the odds of keeping great employees. Create a list of new questions you will ask potential employees as a result of what you've learned about managing work and employees during the pandemic.

INFORMATION - Information is a form of currency on the job. It's important for leaders to stay in the loop and keep employees in the loop as well. However, COVID-19, may have some employees saying too much information is too much of a good thing. So, talk with your employees and ask, "What's the best way to keep you informed during this time? How often do you want updates?"

JERK - It's sometimes easy to forget that managers are people too - prone to stress and the same challenges of their fellow remote workers. Ask yourself, "What circumstances kick my worst behaviors into overdrive? How can I best manage them before I engage with my team?"

KICKS - Research shows that a fun-filled workplace generates enthusiasm and leads to greater productivity. Have some fun with your team by hosting a video/audio conferencing "happy hour" or "coffee break." Don't talk work during these times. Start by asking all to share a funny story about working from home. Chances are, everyone has one.

LINK - It's easy to leave a workplace where you feel no connection. Working from home may make this even harder. Ask your employees, "Is there anyone I can connect you with to support your work from home?" Listen and link your team to critical resources to support their professional and personal success.

MENTOR - Everyone can use a mentor to help develop a skill or capability. Today, mentoring is more short term and focused around a particular need. Ask your employee what area they might want mentoring around, who you can introduce them to for help in that area, and ask them what mentoring they might offer to someone else!

NUMBERS - It's no secret that the cost of disengagement is high. Consider the cost of doing nothing during the pandemic. At some point, work will return to some kind of "normal." Ask yourself, "Am I doing enough to ensure by best and brightest will be there?" Not sure, ask the same question of your employees.

OPPORTUNITIES - While career opportunities may be more challenging to find right now, there are still opportunities for everyone to continue growing and developing. Ask your team members, "What would you like to learn? Have any new opportunities bubbled up for you?" Connect them to books, webinars, online courses, mentors and more.

PASSION - The "new normal" may be exposing new passions for your employees. The next time you chat, ask, "What's been exciting for you during this time? What might you want to continue doing?"

QUESTION - In times of uncertainty, there are likely to be a lot of questions. Encourage your team to send you any questions about work, and do your best to answer even if the only answer you have right now is "I don't know yet but let me see what I can find out." You might also ask "Have you discovered anything about what we do or how we work that may need to be changed in the future? If so, what and why?"

Staying Connected While Working Apart (cont'd)

REWARD - With employees working from home, managers will have to find creative ways to show their appreciation. Talk with your fellow managers to find out what they are doing in this regard. Also ask your employees, "What is the best way for me to recognize you and show my appreciation?" If money is the first answer, ask "what else?" Money is important, but appreciation is paramount.

SPACE - For many remote workers their work "space" takes on a whole new meaning now. Take an interest in this new work space and encourage them to tell you about it. Ask if they need anything to make their work space more productive. As best you can, offer your support and resources.

TRUTH - Studies show that employees yearn for straight talk. They want to hear the truth about their performance and the organization. Ask your employees how they like to receive news about what's happening in the company. How do they want performance feedback? Go one step further and ask the truth about how you are doing too.

UNDERSTAND - Working from home almost assuredly comes with distractions. Limit your own distractions, especially when on a call with one of your employees. Employees want to know they are being heard, and it's a hard message to communicate when they get a sense that you're not actively listening.

VALUES - Values define what we consider to be important. They shift and change over time too. Recent events likely have your employees reassessing their values. Ask everyone on your team (and ask soon), "What's important to you now that may not have been important to you six months ago?"

WELLNESS - Stay at home orders and working from home has changed how people take care of themselves physically and mentally. Ask your employees how they are taking care of themselves during this time and link them to organizational information or resources designed to support their overall health and wellness.

X'ERS - Different generations are likely adapting to recent changes differently. Invite your employees to share a technique or tool that helps them manage working remotely more effectively. Encourage the different generations to partner and mentor each other on these new ideas.

YIELD - Remote work has likely challenged your workers to take on more in some areas while giving up something too. Ask, "What are you most happy you got to let go of from your old routine?" Explore why and see how you can leverage it moving on.

ZENITH - Creating an engaged remote workforce won't be easy. It will require a new way of working with your team. Managers likely know this but may not be doing enough to make it happen. Use these 26 strategies over and over to show your remote employees that you're still supporting them.

A crucial strategy for engaging and retaining talent has always been having conversations. These conversations will prove to be even more important as remote work leads to less in-person opportunities to connect. Use these 26 practices to start your conversations now.

****Feel free to use this as you wish and distribute widely.
These times demand that we all do what we can to support others.***

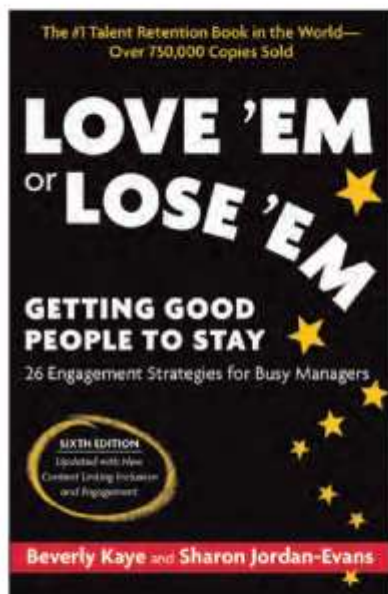
**BEVERLY KAYE**

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Beverly Kaye and Sharon Jordan-Evans

Love 'Em or Lose 'Em

Getting Good People to Stay, Sixth Edition—Updated with New Content Linking Inclusion and Engagement

This sixth edition of the number one bestselling employee retention book in the world (over 800,000 copies sold) puts a new emphasis on diversity and inclusion but keeps the same appealing format: twenty-six simple strategies from A to Z.

Despite booms and busts, technology advances, talent wars, layoffs, and even a global pandemic, people want what they've always wanted. Employees want—and now expect—meaningful work, supportive bosses, regular recognition, and a chance to learn and grow. And managers want their amazing people to stay—for at least a little while longer. For two decades, this *Wall Street Journal* bestseller—over 800,000 sold—has offered twenty-six simple strategies, from A to Z, that managers can use to address their employees' real concerns and keep them engaged.

This edition includes a timely focus on diversity and inclusion in every chapter. For example, chapter 6 focuses on family. Different cultures view family responsibilities differently, so the authors address how to take that into consideration when a treasured employee asks for extended leave to care for a grandparent. And a new section called "Conversations That Count" offers discussion questions for sparking deeper conversation around the topics in the book. This new edition will ensure that *Love 'Em or Lose 'Em* will continue to help managers all over the world create a supportive workplace culture so they can fight burnout and keep the people they can least afford to lose.



Beverly Kaye is the founder and CEO of BevKaye&Co. She is a recipient of ATD's Distinguished Contribution to Workplace Learning and Performance Award and ISA's Thought Leader Award. **Sharon Jordan-Evans** is president of the Jordan Evans Group. She has worked with organizations such as American

Express, Boeing, Disney, Lockheed Martin, the Cheesecake Factory, Monster.com, MTV, PBS, Sony, and Universal Studios. She and Beverly Kaye are also the coauthors of *Love It, Don't Leave It* and *Hello Stay Interviews, Goodbye Talent Loss*.

Contents

Introduction: A Proven Approach to Managing and Leading

- | | |
|------------------------------|--|
| 1. Ask: Why Do You Stay | 14. Numbers: Run Them |
| 2. Buck: It Stops Here | 15. Opportunities: Mine Them |
| 3. Careers: Support Growth | 16. Passion: Encourage It |
| 4. Dignity: Show Respect | 17. Question: Reconsider the Rules |
| 5. Enrich: Energize the Job | 18. Reward: Provide Recognition |
| 6. Family: Get Friendly | 19. Space: Give It |
| 7. Goals: Expand Options | 20. Truth: Tell It |
| 8. Hire: Fit Is It | 21. Understand: Listen Deeper |
| 9. Information: Share It | 22. Values: Define and Mine |
| 10. Jerk: Don't Be One | 23. Wellness: Sustain It |
| 11. Kicks: Get Some | 24. X-plore Generations: Beware and Be Aware |
| 12. Link: Create Connections | 25. Yield: Power Down |
| 13. Mentor: Be One | 26. Zenith: Go for It |
| | Conversations That Count. |

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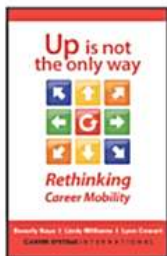
speaking topics*

*all presentations can be tailored to fit your audience



Love 'Em or Lose 'Em: Getting Good People to Stay

Today's leaders need coaching that enables them to help their key employees constantly learn and give their "all" to the team and organization. Talent-minded managers know that if their organization is to be competitive, they must not only "hang-on" to good people, but also continually engage and develop them in order to meet constantly changing business needs. Managers will learn 26 ways to engage and retain the intellectual capital in their organization and how to do this in a "no-time-to-do-it" environment.



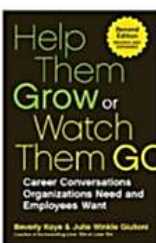
Up Is Not The Only Way: Rethinking Career Mobility

Multiple surveys have revealed that employees want to know where and how they fit in the organization. The exploration of multiple ways to grow and develop will broaden the landscape of possibilities for employees who may feel trapped, plateaued or dissatisfied by what they view today as limited options. Up is Not the Only Way offers multiple ways for managers to share with employees who are ready, willing and able to dive into development. Managers and aspiring managers who are focused on talent development will emerge as guardians of the emerging talent pool and creators of the organization's future talent engine.



The Power of Stay Interviews: Retain Your Critical Talent

Managers should be routinely asking their best employees this simple question: "What will keep you here?" Unfortunately, most don't ask until it's too late: during the exit interview. A Stay Interview is a one-on-one conversation with employees about what they care about most on the job, and how managers can adjust or coordinate circumstances to make them happier. When stay interviews are deployed correctly, they engage staff members and increase their productivity. Managers will learn the signs that cause individuals to consider looking elsewhere for employment. They will also learn a specific approach to mining a conversation for no-cost and low-cost information that they can apply to retain critical talent.



Help Them Grow or Watch Them Go: Career Conversations Organizations Need and Employees Want

Career development is ranked among the top global drivers for engagement and retention. Great leaders know that they can't take the development of talent for granted. Employees want their managers to understand their talents, challenge them, open channels for their development and link them to resources in their organization. How leaders pay attention to and talk with the members of their teams is critical in the perception, feeling, and reality of whether the organization is concerned and interested in an individual's growth and career success.