

THE ART OF RETENTION

3-2-1 DISCUSSION GUIDE

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3 TAKE-HOME MESSAGES

Review these messages together.

Organizational culture and employee experience are deciding factors in retention.

Efforts to retain should outweigh efforts to recruit.

All employees should have stay interviews and individual development plans (IDP).

2 QUESTIONS TO CONSIDER

Question for **team discussion**

Share your thoughts with your team.

How can we improve our workplace culture to increase retention and make new hires feel welcome and supported?

Question for **self-reflection**

No need to share your answer or thoughts with anyone.

What new skills would you like to develop that can advance your career and contribute to team success? Think about what you want to see in your IDP.

1 ACTION TO TAKE AS A TEAM AND ONE TO TAKE AS A JOURNEYIST

Make a commitment together as a team to implement at least one of the suggestions below. This will be your team behavior change.

- Commit to individual development plans for each team member.
- Review the written policies and procedures with the team and ask for suggestions if they are incomplete, not working or out-of-date.
- Promote the development of Employee Resource Groups (ERGs)—a voluntary group of employees who share similar interests and goals that work to foster DEI.

Make a commitment as an individual to follow through on at least one of these suggestions (this can be private).

- Identify areas of interest you would like to learn about or new skills you would like to acquire and talk about them during your individual development plan meeting.
- Make a special effort to welcome new hires and model the workplace culture that your team is building.

We hope that after the meeting, you will be inspired to explore the art of retention in greater depth, either as a team or individually. We invite everyone to check out Dr. Marshall's recommended resources in the [Topic Overview](#).