

FIVE EMPLOYEE CONVERSATIONS

Managers have more impact on employee turnover than any other role within your organization.

Employees want

- Ongoing feedback and communication
- Job clarity and accountability
- Transparency and accuracy
- Opportunities to learn and grow
- Separate conversations for performance development and for pay and compensation



Gallup has identified five distinct conversations to support your employee's goals:

1. Role and relationship orientation

Take time to meet with your employees when they join the company, when job responsibilities shift, when the employee changes roles, or if you as the manager are new to the relationship. Begin with the job description, and create a plan for ensuring the employee has the skills and knowledge to complete the job description.

2. Quick connects

Regular on-going communication is key to positive relationships. Try to speak every day with the people who report to you directly. By focusing on the person, and how they are doing in that moment, the manager and employee begin to build a trusting relationship. It will give the employee the chance to ask questions and to become more comfortable with you. Quick connects among peers also fosters collaboration and good will.

3. Check-ins - Priorities and Progress

These conversations provide a consistent opportunity to seek and give feedback on goal achievement, priorities, progress on projects and employee needs. Expect to spend 30-60 minutes in these conversations, once or two times a month.

4. Developmental coaching

Frequent coaching conversations are the key to growth. Employees today want to be coached for success as means to direct and guide an employee to improved performance and individual career development. Think of these conversations as a way to provide immediate feedback, relevant advice and proactive coaching. In addition to providing development on the current job, understanding what the employee hopes to achieve in their career can inform the bigger picture.

5. Progress reviews

Most organizations require formal reviews of progress on goals, expectations and planning for future opportunities. Reviews should be a summary of conversations that have occurred over time, not the first time an employee hears about a problem or concerns. These conversations would be held every six to twelve months.