

COACHING YOUR KEY TALENT TO STAY AND DELIVER THEIR BEST

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Keeping and Engaging the Talent You Need



Culture

Engagement

Stay
Interviews

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Tap Resources

<https://icma.org/cal-icma/talentinitiative>

Resources

Talent 2.0 Report

- **Talent 2.0: A Modern Approach to Attracting and Retaining Top Talent in Local Government**
 - Read the Spring 2018 Report, produced by the Cal-ICMA Talent Initiative.
- **Best Practices Compendium: Recruitment, Retention and Organizational Culture**
 - The Cal-ICMA Talent Initiative gathered dozens of best practices from cities, counties, and special districts throughout the state. In 2018, leaders from the Contra Costa County Local Government Leadership Academy teamed up to produce a database of resources, sortable by topic (recruiting, retention/development, workplace culture, and engaging elected officials). Links to the initiatives and downloadable resources are available in this compendium.



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STAY INTERVIEWS⁷

Engaging conversations that tap the interests and initiative of employees and provide leaders and managers with deep insights into the organization.

Stay Interview Questions

1. What do you like most about your work?
2. What keeps you here?
3. What would entice you away?
4. What do you want to learn this year?
5. What makes for a great day at work?
6. What brings you down on the job?
7. Is there anything you'd like to change about your job?
8. What would make your job more satisfying and rewarding?
9. Do you feel recognized for your accomplishments?
10. What strengths or talents do you have that aren't being used?
11. How do you like to be recognized, acknowledged, and rewarded for a job well done?
12. What is your greatest challenge or roadblock?

Stay Interview Questions

13. What part of working here strikes you as ridiculous?
14. What would make your work more meaningful and satisfying?
15. What conditions would cause you to seek employment elsewhere?
16. How can I or the organization help you reach your career goals?
17. What support do you need to be more effective?
18. How am I doing as your supporting leader?
19. What is the most satisfying part about your job right now?
20. What is least satisfying about your job?
21. If you could wave a magic wand, what changes would you make in the work environment?
22. What makes you feel like a valuable contributor?
23. What can we do to ensure we keep you with us?



Learn by doing

1

See one

2

Do one

3

Teach one

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What to watch for in the conversation

- Use of open-ended questions
- Generous listening to hear, reflect, and appreciate what's said
- Commitment to keeping the employee in-charge
- Closing with asking employee about actions s/he would like to take
- Summarizing what you've heard and how you might help

Questions for sample conversation

1. What do you like most about your job? What energizes you?
2. What do you want to learn this coming year or how can I help you otherwise accelerate your development?
3. What brings you down on the job? What de-energizes you?
4. What talents or strengths do you have that we aren't using?
5. If you could waive a magic wand, what changes would you make in the work environment?
6. What can we do to ensure that we keep you with us?

Feedback on the conversation

Player

1. What was the experience like for you?
2. How did it benefit you?

Coach

1. What was the experience like for you?
2. How do you see the stay interview benefiting your organization?

Your turn

Pick 3-6 questions to explore in 12 minutes

Try the conversation with generous listening

Offer feedback to one another about the experience

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Feedback on the conversation

Player

1. What was the experience like for you?
2. How did it benefit you?

Coach

1. What was the experience like for you?
2. How do you see the stay interview benefiting your organization?

Switch roles

Pick 3-6 questions to discuss in 12 minutes

Try the conversation with generous listening

Offer feedback to one another on the experience

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Feedback on the conversation

Player

1. What was the experience like for you?
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Coach

1. What was the experience like for you?
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What do you think about
implementing stay
interviews in your
organization?

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THANK YOU

Questions?

ICMA | conference