

# LEAD A WINNING ORGANIZATION



**MANAGEMENT TECHNIQUES**  
THAT HELP YOUR BOTTOM LINE

**JANE**GENTRY  
& COMPANY

LEVERAGING 30 YEARS IN MANAGEMENT  
TO HELP CEOs AND BUSINESS OWNERS  
LEAD WINNING ORGANIZATIONS

# TO YOU:

## Thank you for downloading our Management Resources!

During a time when the talent pool is shrinking and “quiet quitting” is the latest trend, leaders need to be proactive about retaining their best talent or suffer the consequences. It’s a proven fact that hiring processes are costly and high-risk – more so now than ever before. Retention has always been a more time- and cost-effective effort when done correctly. Unfortunately, retention efforts are commonly misconstrued - our guide will help you get it right.

Employee discontent is not about ego, greed or laziness. Discontent is built over time due to poor leadership, lack of clarity and non-collaborative cultures. Leaders need to adjust their compass to the feelings of their employees and see discontent for what it truly is – a red flag!

Don’t mistake retention efforts for pizza parties and casual Fridays. It’s not quite that simple, but there are some proven and straightforward ways to positively impact your employee retention – and that’s where we come in!

To help you build a winning organization, we’ve included the following resources in your download:

- **Leadership Handbook** - Tactics to enact change in your organization that are proven to improve retention and grow your business, focusing on Inspirational Leadership & Healthy Cultures.
- **Stay Interview Guidelines** - The dos and don’ts of stay interviews and 15 questions to help keep these conversations effective and purpose-driven.

Check out Jane’s recent article on LinkedIn for critical tactics every leader should consider: **20 Ways to Improve Employee Retention & Acquisition.**

With 30 years’ experience in business management, Jane Gentry & Company is here to help CEOs and business leaders create businesses that work, grow, and thrive.

**For a complimentary 30-minute consultation, please contact us at [info@janegentry.com](mailto:info@janegentry.com) or complete a contact form on [janegentry.com](http://janegentry.com).**

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# THE PROBLEM

**Talent Retention is among the top challenges for leaders;** fueled by a shrinking talent pool, a shortage of new workers, and changes in what employees are willing to accept in the relationship between their work and personal lives.

## TODAY'S REALITY

COVID exacerbated an already growing discontent among employees, particularly younger employees. The 80-hr work weeks, poor leadership and strained cultures were already influencing the workforce and these issues will continue to impact organizations for quite a while.



So, what areas should CEOs and business leaders focus on to retain their gifted talent and attract new talent?

Two areas proven to improve employee retention are **leadership development & culture cultivation.**

# START WITH YOUR LEADERS

Many CEOs and senior leaders are surprised to hear that talent retention is most often a *leader* problem rather than an *employee* problem. There is a reason for the adage, 'employees leave leaders, not companies', - it's true. If you don't have a strategy for developing your leaders into Inspirational Leaders, you are likely losing employees to other opportunities.



## Why Inspirational Leadership?

The command-and-control method of leadership from the past was never effective. In fact, even the military has learned that leading through influence and inspiration will make for more effective leaders. It has been shown that publicly traded companies who have leadership committed to this method of leading regularly beat the share price of the S&P 500 by up to 700%.

## THE ATTRIBUTES OF AN INSPIRATIONAL LEADER



### GENUINE

with a healthy mix of transparency, vulnerability and teachability



### SERVANT LEADER

leveraging their business resources and assets for the benefit of others



### COURAGEOUS

enough to have tough conversations and make progress through difficult challenges

# 4

& COACHABLE!

## ESSENTIAL HABITS OF INSPIRATIONAL LEADERS

THAT DRASTICALLY INCREASE EMPLOYEE ENGAGEMENT

DEVELOPING LEADERS INTO POSITIVE  
INFLUENCERS WILL NOT ONLY IMPROVE  
ENGAGEMENT AND MORALE, BUT WILL ALSO  
HAVE A DIRECT EFFECT ON THE BOTTOM LINE.

### PURPOSE

Inspirational leaders drive purpose - both organizational corporate purpose and individual employee purpose. Their work and leadership style is rooted with intention.

### STORYTELLING

People don't make decisions or engage with purpose because of facts and data. Inspirational leaders leverage storytelling to create emotional connections that motivate action.

### AFFIRMATIONS

Inspirational leaders leverage the power of affirmations by regularly and specifically affirming the desired behavior and wins of the individuals on their teams.

### BALANCE

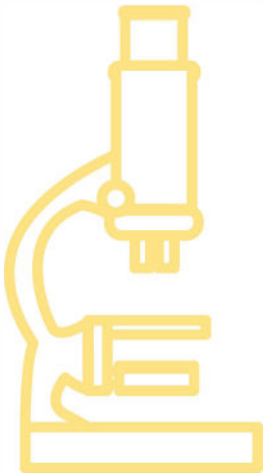
Effective leaders create a balance between challenging their team and supporting them in a way that creates high-performing individuals and teams.



# CULTURE HEALTH CHECK

Culture is one of the most misunderstood terms in business. Ask ten people and they will all come back with a different definition.

**Organizational culture is defined as:** *The underlying beliefs and assumptions of the people, driven by the beliefs and assumptions of the leaders, that are engrained in the organization's identity.*



## A CLOSER LOOK AT A HEALTHY CULTURE

People working in healthy cultures know where they're going, have what they need to get there, are aligned and engaged, and are connected to their marketplace.

**A healthy culture correlates directly to Growth and Innovation, Customer Satisfaction, Profitability, and Employee Engagement and Satisfaction.**



When leaders are intentional about driving culture, they are tuned in to employee beliefs relative to –

- ☐ **Organizational Adaptability** - *Are we listening to the marketplace?*
- ☐ **Mission / Purpose** - *Do we know where we are going?*
- ☐ **Systems & Processes** - *Do we have what we need to get there?*
- ☐ **Employee Involvement** - *Are we aligned & engaged?*

**Note:** Unhealthy cultures are a top reason for talent defection since the COVID pandemic.

# STAY INTERVIEWS

The not-so-secret weapon for improving employee retention.

## OUT WITH THE EXIT INTERVIEW

Too many organizations wait for employees to leave to learn what made them unhappy. Exit Interviews are reactive and don't enable leaders to course-correct to retain their top talent. Done regularly, stay interviews are a proactive effort to identify ways to retain employees and improve company culture.



### You know what they say about "assuming"...

Many business leaders mistakenly assume that compensation or perks are the number one driver of talent attraction and retention. In fact, for employees younger than Gen X, those haven't been in the top three drivers even prior to COVID.

**Younger employees are attracted by great cultures, inspirational leaders, flexibility, learning and development, and clear career-pathing.** This is where CEOs need to focus if they don't want to wake up one day to realize their single most important differentiator is gone.

## THE DOS AND DON'TS OF STAY INTERVIEWS

### Dos

Build a trusting relationship first

Ask open-ended questions

Be attentive & respectful

Accept responsibility & acknowledge issues

### Don'ts

Treat the interview as an interrogation

Get defensive or negate responses

Make it feel like homework

Ignore the interview responses

# 15 STARTER QUESTIONS FOR STAY INTERVIEWS

## Don't know where to start in a Stay Interview?

Here are 15 straightforward starter questions.  
Pick 2-3 questions to get the conversation going.

What do you like about working with our organization?

What would make it better?

What do you need to succeed in your role?

When was the last time you considered leaving the organization?

How do you feel when you come into work each day?

What communication do you feel might be missing?

Would you recommend working for our organization?

What aspects of your role are the most fulfilling?

What aspects of your role are the most frustrating?

When was the last time you worked on something that excited you?

What other roles & responsibilities interest you in the organization?

Who are you most inspired by in our organization?

What challenges are the most overwhelming for you?

How similar is your role to what you expected it would be?

What would your ideal career path look like?

**NOTE:** Without the trust established by having well-developed, inspirational leaders, it is likely that you won't get honest feedback from these interviews.