Why Employees Really Stay with Your Organization (& perform at their personal best):

Employees' Relationship with the Organization's Leaders and Their Manager:

- I trust the leaders who run this organization.
- My opinion means something. I am listened to.
- I feel respected (by my manager). We have a good working relationship.
- My work is challenging and interesting. My career is going somewhere here.

Actions Managers Should Take:

Hire the Right Employees:

- Tell candidates the WHOLE truth
- Do a practical interview
- Require job shadowing before offers are accepted

Managers Matter:

- Train managers
- Hold managers accountable for managing well
- Move ineffective managers out of management

Notes:

_____

_____

_____

_____

_____

_____

1

Reality Check

Name	Why S/he Came to Work for Your Organization?	What Would Make Her Leave?	Best Boss S/he Ever Had and Why?	Worst Boss S/he Ever Had and Why?

Candor Questions for Managers and Leaders

- What are three things that will keep you with this organization?
- What's one thing that would make you leave?
- What areas of our organization excite you?
- What do you want to learn/get some exposure to?

Which Candor Questions will you ask?

1. _____

2. _____

3. _____

4. _____

Get More Candor Questions at
www.candidculture.com/freestuff.

Set High Standards & Hold People Accountable with The Feedback Formula

1. Introduce the conversation
2. State your motives
3. Describe the behavior – **"I've noticed"**
4. State the impact of the behavior
5. Ask the other person for his/her perception of the situation – Both people talk.
6. Make a suggestion or request – **If s/he knew another way to do it, s/he would do it that way.**
7. Build an agreement on next steps
8. Say "Thank You"

Notes:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Increasing Trust in the Leadership Team

Actions Leaders Can Take:

- Know employees' names, talents & career goals
- Be visible. Talk to employees.

Give more information than you think you need to.

- Hold town hall meetings. Give financial updates.
- Ask for feedback. Use 'Ask the Manager' boxes
- Leaders conduct small, roundtable discussions with employees

Candor Questions for Leaders:

- What's the conversation in the break room, bathroom and parking lot?
- What would you tell me, if you weren't concerned about how I would respond?
- What's a good decision we made in the last six months?
- What's a decision we made that you question?
- What would improve our service levels?
- How could we reduce costs?
- How could we increase profitability?

Notes:

_____

_____

_____

_____

_____

_____

4

Create Occasions for Candor. Debrief Everything.

Ask: "What should we start, stop & continue doing" after every meeting, project, hiring process, etc.

Reward People Who Speak Up - Contests & Awards:

Recognize the Person Who:

- Provided the Worst News
- Expressed a Counter Point of View
- Failed While Trying to Create Something New

Next Steps: Yes, there's homework!

1. Tighten hiring and onboarding practices
2. Train and hold managers accountable
3. Schedule a town hall meeting
4. Hold roundtable discussions with leaders
5. Reward for interpersonal skills

The Speaker: Shari Harley runs Candid Culture, a Denver-based training and keynote speaking firm bringing candid conversations back to the workplace, making it easier to tell the truth at work. Before launching her business Shari led leadership development training for OppenheimerFunds, conducted customer service training for American Century Investments, and facilitated training for Dale Carnegie Training. Shari is the author of the book *How to Say Anything to Anyone.* She has a master's degree in Communication and taught leadership development at the University of Denver. Her clients include: Great West Financial, Jackson National, Black Creek Capital, KPMG, Accenture, The Financial Planning Association, Fiserv, and FCC Services.

Watch videos and learn more about our training programs: at www.candidculture.com.

Join Shari on Twitter and LinkedIn: Search for Shari Harley.   **Facebook:** Search for Candid Culture.

Notes:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____