



# 7 Must-Have Conversations Between Managers and Employees

Managers have a strong impact on staff engagement: **staff who rate their manager as excellent are five times more engaged** than staff who rate their manager as poor. Strong communication with staff is one of the hallmarks of an effective manager. But managers may not always know when to have conversations with staff—or what to say. We've identified seven specific conversations managers should have with employees throughout the employees' career.

## TODAY



11 a.m. interview with Clyde Jefferson

### Behavioral-based interview with job candidate

The first conversation should happen before an employee is even hired. Managers should use the job interview to assess a candidate's fit with the role, department, and organization. Behavioral-based interviewing—a method of questioning that uses past employee performance to predict future success—is an effective method for evaluating a candidate's fit for the role.

## THIS WEEK



Have coffee with Maria Gomez

### New-hire check-in

Nationally, more than one in three health care employees who leave their organization have less than one year of tenure. Managers need to build a strong relationship with new hires to help retain them—starting with the first conversation they have.



Schedule 30/60/90 day check-ins with Maria Gomez

### 30/60/90 day check-ins

Managers should sit down with their new team members 30, 60, and 90 days after hire to see how staff are settling into the organization and to spot any potential retention concerns.



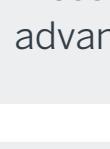
Discuss goal progress with Frank Johnson

### Goal-focused mid-year check-ins

Staff tend to pay attention to goals when they are first set at the beginning of the year—and at the end of the year when the final numbers come in. That means there are 10 or more months during the year when goals may not be at the forefront.

One straightforward way to help staff stay focused on goals is to set aside time in the middle of the year to discuss progress.

## THIS MONTH



Start team huddle by recognizing Jenny Tran's work on performance improvement project

### Regular recognition

For many managers, the hard part of recognition isn't what to recognize or when to do it—it's making recognition a regular habit.

## UPCOMING



Reminder: Start preparing reviews

### Annual performance review

No list of important manager-employee conversations would be complete without a recap of the employee's performance and future goals.

Staff need fair, accurate feedback about their strengths and development needs in order to improve, but managers often shy away from delivering tough messages. It's hard to share difficult feedback, but planning out the message in advance can help.



Schedule time with Sue James

### Phased retirement planning

Finally, managers who have team members nearing retirement should talk with them about potential options for extending their careers. Experienced staff may be able to continue contributing their expertise at a reduced scale before they fully retire from the organization.