



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Employee Retention

An introduction to understanding and improving employee retention

Examine why people stay or leave and where workforce movement affects organisational continuity. Use the Stay System to interpret experience and movement evidence, explore underlying conditions and prioritise proportionate retention actions with clear ownership and review.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Retention concerns often trigger a quick conversation about pay, even when departures reflect different experiences and circumstances. Useful action begins with understanding which movement matters, what employees report and what operational evidence shows. This workshop helps participants explore those patterns without assuming all turnover is harmful or preventable.

Introduce the Stay System through a role-group example. Participants examine five employment conditions alongside movement and continuity evidence, practise a respectful stay conversation and compare actions that protect valued strengths, repair friction and prepare responsibly for expected workforce movement.

WHO IS IT FOR?

HR practitioners, business partners, people managers and talent colleagues concerned with avoidable departures, early attrition or continuity in critical roles. Advanced workforce analytics knowledge is not required.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Frame the continuity concern**
Describe why movement in a particular role group matters, distinguishing operational continuity needs from a general ambition to minimise turnover.
- 02 Read evidence in context**
Compare employee experience, workforce movement and service continuity evidence, noting the limits of small samples and incomplete exit feedback.
- 03 Explore staying conditions**
Use the five Stay System conditions to generate plausible explanations for a role group's experience without assigning motives to particular employees.
- 04 Practise a stay conversation**
Use respectful questions to explore what supports contribution and future opportunity, avoiding promises or assumptions about an individual's intention to remain.
- 05 Prioritise suitable actions**
Compare practical actions to protect valued conditions, repair friction, renew opportunity or prepare for movement, considering ownership and employee impact.
- 06 Set a useful review**
Draft a review question and evidence source that test changes in working conditions alongside relevant movement and continuity patterns over time.

A useful first application

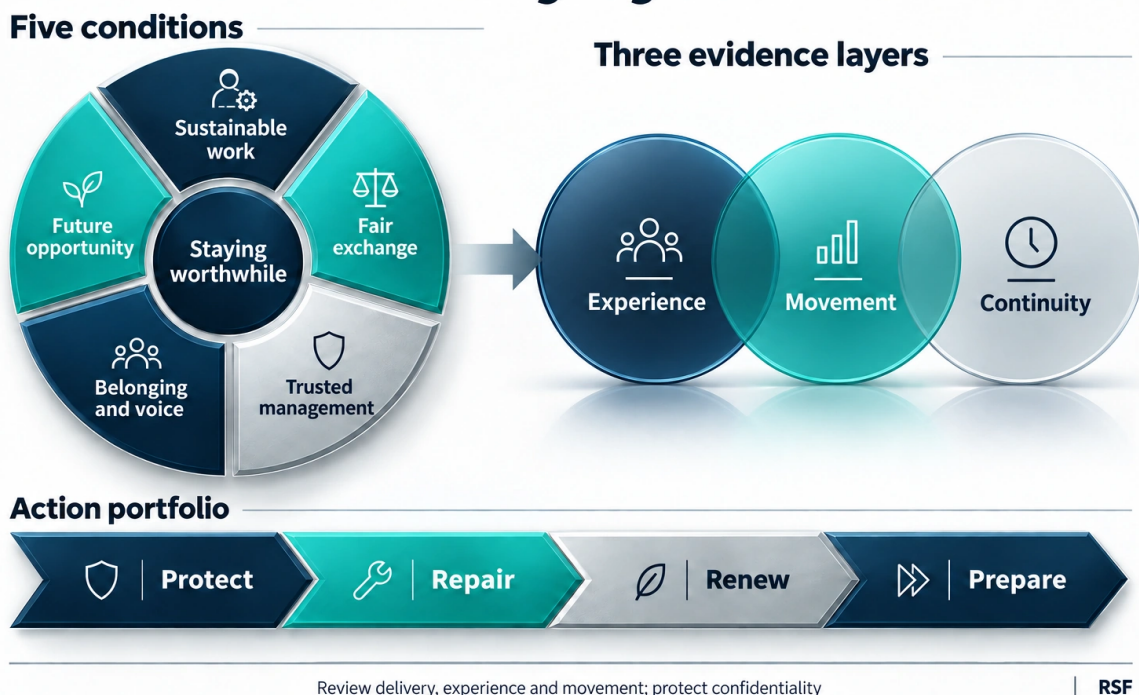
The day introduces pattern interpretation and small retention improvements. It does not predict individual resignation, guarantee lower turnover or justify intrusive monitoring, unequal treatment or retention offers without appropriate local review.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery Stay System

The Stay System examines Sustainable work, Fair exchange, Trusted management, Belonging and voice, and Future opportunity. Three evidence layers connect employee experience, workforce movement and organisational continuity before an action portfolio is chosen.

The Stay System



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Sustainable work

Which workload and working conditions make continued contribution sustainable here?

03 Trusted management

Which everyday management practices strengthen or weaken reasons to stay?

05 Future opportunity

What credible learning, career or work opportunities can employees see ahead?

02 Fair exchange

How do employees understand the fairness of their overall employment deal?

04 Belonging and voice

Can people contribute, raise concerns and feel respected in this workplace?

06 Movement and continuity

How do experience patterns connect with departures and business continuity needs?

The six panels are workshop focus questions covering the five conditions and their evidence connection. They do not add a condition or create individual flight-risk scores; retention choices require context and respectful employee dialogue.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Read the retention evidence

Teams examine fictional movement counts, tenure information and employee comments, identify where continuity is affected and record alternative explanations rather than inferring motives from a single departure.

02 Map the staying conditions

Groups place evidence across the five Stay System conditions, distinguish strengths from friction and identify one question that would clarify the most consequential gap in their understanding.

03 Practise the stay conversation

Pairs rehearse a manager conversation about useful work, support and future opportunity, then receive feedback on listening, assumptions and whether any promise exceeded the manager's authority.

04 Balance the retention response

Teams allocate limited capacity across protecting strengths, repairing friction, renewing opportunity and preparing for movement, explaining why their choices address the evidence and who must own each action.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A specialist team has lost several employees, disrupting service continuity and increasing the remaining team's workload. Leaders propose a retention payment. Exit comments mention career uncertainty, while current employees value the work but describe inconsistent manager support. Some departures were planned relocations, making the overall turnover figure difficult to interpret.

Groups distinguish the continuity problem from the headline turnover rate, map the relevant staying conditions and recommend a balanced response with questions that should be checked through further listening.

THE FACILITATOR WILL

Invite different perspectives.

Make assumptions visible.

Welcome constructive debate.

Capture practical learning.



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Define the retention concern Explore why workforce movement matters and distinguish continuity risks, avoidable friction and ordinary career transitions within a selected role-group example.
09:20-10:15	Explore the Stay System Introduce the five conditions and three evidence layers, then connect employee experience with workforce movement and the continuity of important work.
10:15-10:30	Break
10:30-11:30	Interpret patterns before choosing action Read the case data and comments, examine tenure and role context, and identify what cannot be concluded from the available evidence.
11:30-12:30	Investigate conditions and employee voice Map strengths and concerns across the five conditions and prepare focused listening questions that avoid assuming why particular employees may leave.
12:30-13:30	Lunch
13:30-14:30	Practise a respectful stay conversation Rehearse a manager discussion about contribution, working conditions and future opportunity, using peer feedback to improve listening and keep commitments realistic.
14:30-14:45	Break
14:45-15:30	Build a balanced action portfolio Compare protecting strengths, repairing friction, renewing opportunity and preparing for movement, then prioritise a small number of owned actions for the case.
15:30-16:10	Test the response and review measures Present the proposed actions, challenge their connection to evidence and select review questions that examine conditions, movement and continuity together.
16:10-16:30	Choose one local enquiry Select a role group and agree the data, employee voices and operational ownership needed for a proportionate first retention review.

Understand the conditions behind staying and movement, then choose actions that support employees and continuity together.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Continuity problem statement

A draft explanation of why movement in the case role group matters, identifying affected work, knowledge or relationships without assuming that all departures require prevention.

Clarify the business concern before discussing a retention intervention.

02 Stay System reference

A concise guide to the five staying conditions and three evidence layers, with prompts for exploring strengths, friction, opportunity and the consequences of workforce movement.

Structure a balanced conversation about why people value staying.

03 Retention evidence worksheet

A worked comparison of movement information, employee comments and continuity effects, recording uncertainty, different departure contexts and the questions that need further employee or manager input.

Interpret turnover figures alongside the experience and work they reflect.

04 Stay conversation prompts

A short set of practised questions about useful work, support, voice and future opportunity, including reminders to listen and avoid commitments outside the manager's authority.

Help managers explore employee experience through a respectful conversation.

05 Action portfolio draft

An exercise portfolio covering protected strengths, repaired friction, renewed opportunities and preparation for movement, with provisional owners and a reasoned link to the available case evidence.

Compare retention actions beyond offering an immediate financial incentive.

06 Conditions and movement review

A draft review plan combining a working-condition question with relevant movement and continuity evidence, identifying who reviews the findings and what could prompt a different response.

Check whether conditions improve before attributing changes in turnover.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Choose a role group where movement affects important work. Combine existing workforce information with appropriate employee listening, test one explanation and agree a small action on working conditions with the operational manager responsible for sustaining it.

YOUR FIRST 30 DAYS

01

Days 1-7

Clarify the continuity issue

Meet the operational owner and identify the work, knowledge or relationships affected by movement. Review available definitions and distinguish the immediate continuity concern from a broad target to reduce all turnover.

02

Days 8-21

Check the staying conditions

Use suitable existing feedback and a few structured conversations to examine strengths and friction. Compare these findings with movement patterns while protecting personal information and avoiding assumptions about individual intentions to leave.

03

Days 22-30

Agree and review an action

Discuss a focused action with the manager and relevant service owners. Record its purpose, responsibilities and review question, including what evidence would show improved conditions or suggest the original explanation needs revision.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies a role group and general continuity concern. Participants may bring anonymised movement summaries or experience themes; the supplied case avoids individual resignation predictions, confidential employee records and assumptions about a universal ideal turnover rate.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop



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