

Exit Interviews

Exit interviews are conducted to gain clarity on why people leave their organization. Organizations can leverage these insights to create truly impactful retention strategies.



Buy-in to Change

When seeking leadership buy-in think about the final product: Who in your organization would need to be included to act on interview results?



Reporting Results

It's important to discuss with the interviewee how results will be reported, who will have access to raw data, and the limitations of confidentiality.



More Resources

See the [Transition Planning Interview Guide](#) and [Stay Interview Guide](#) for more tips on interviewing and sample scripts.

Make Exit Interviews a Strategic Decision

1. Identify The Add Value

- What problems are you/the organization trying to solve?
- What is the purpose/goal of this interview?

2. Get Leadership Buy In

- Are senior leaders committed to leveraging the results?

3. Find The Right Resources

- Do we have someone with the skills needed to conduct interviews?

Create Interview Protocol

Who

- **Choose a neutral interviewer** who is not in the leadership chain for the employee.
- ICs often choose analysts with backgrounds in coaching, facilitating or interviewing.

Where

- **Choose a quiet place free from distractions**, either remote or in-person.
- Determine when the interview happen during the offboarding process, for example, it may be added to the offboarding checklist.

What

- Determine what you will do with results so you can explain the process to the employee and explain the interview is not anonymous.
- Consider aggregating results, avoiding direct quotes, and using Exit Survey demographics instead of interview demographics.

During The Interview

Discuss Confidentiality Best Practices

- Let the interviewee know how you will report their feedback.
- Discuss what feedback will look like when it is reported (aggregate, no quotes, high level summary themes).
- Discuss who will see the feedback.
- Ask open-ended questions that require more detail than “yes” or “no”.

Separation & Retention Factors

- What attracted you to work for [IC]?
- What factors contributed to your decision to leave? Did you discuss your concerns with anyone?
- What could have been done to retain you?
- Would you recommend [IC] as a good place to work?
- Would you consider coming back to [IC] in the future? In what capacity?

Job Satisfaction

- What did you like most about your job? What was most satisfying? (use of skills, abilities/aligned with goals/interests)
- What did you dislike about your job? (What was frustrating, difficult, or upsetting?)
- What would you change about your job? About the [IC]?

Engagement

- Did you feel a part of the mission of the [IC]? To what extent?
- Do you think your work was adequately recognized? What kind of recognition would have been meaningful to you?

Supervisor/Leadership

- Did you have clear goals and know what was expected of you in your job? How often did you receive feedback?
- How would you describe your direct supervisor's leadership and management style and skills?
- What feedback could you provide your supervisor to improve his or her management /leadership style and skills?
- In general, what are your views about management and leadership in the [IC]?

Culture/Work Environment

- How would you describe the culture of the [IC]? What examples can you provide?
- What can you say about communication within your department/across the organization?
- What was your experience with the [IC's] commitment to diversity? Inclusion? Safety?

Learning & Development

- Did you have clear goals and know what was expected of you in your job? How often did you receive feedback?
- Did your supervisor discuss your learning and development goals with you?
- Did you receive training or development experiences? Are there training/development opportunities you wish you could have had?

Closing

- What should I ask that I haven't already asked?
- Is there anything else you'd like to share about your experience here?