

## **Manager interaction and its effect on retention**

### **Audience Member:**

So we were talking about how digitization and we have a lot of self-service types of opportunities. We are redoing some HR things, and I think it would be really easy for our managers to say, “oh great I freed up some time, I can go do something else with that.” And we do have some analytics and its around our onboarding and we've seen this huge drop off in job satisfaction that promoters score somewhere around 30 days to 90 days to 6 months and we are losing a lot of people in there and the biggest correlation is people who've had an interaction with their manager or not. The people who had not had interactions with their manager are the ones who are leaving us in droves and when I think about that and digitization, it really drives home what we are trying to do which is there's still a personal touch that's necessary. You need to use that time that maybe got freed up to build a relationship, how do you build relationships, how do you build a culture. One of the comments that Tracy made was, people don't leave companies, they leave managers. When we don't have that personal touch point they don't even leave managers, they are leaving nothing and it makes it really easy, and we want them to stay.

### **Brandon Carson's Response:**

That's an excellent point. I remember when I was at Sun... I've been around a lot you guys. I've talked to people at Delta who've been there for 40 years. I'm like how do you stay at one place for 40 years? That is amazing that people can do that. I think those days may be over in some respect, but I don't know.

I remember the [Sun] CEO was having one of his talks one day and he did say that, he said “choose your manager real carefully because they are the key to your success.” It was one of those moments that stuck with me because you are right, you need those touch points, and I don't know if you are like this or not, but I need some validation from my leader often. I need

those touch points. Sometimes it is difficult to get those especially when your leader is an executive that's got a broad responsibility or a big reach. Getting 30 minutes with them is a big deal. Good point, excellent point.