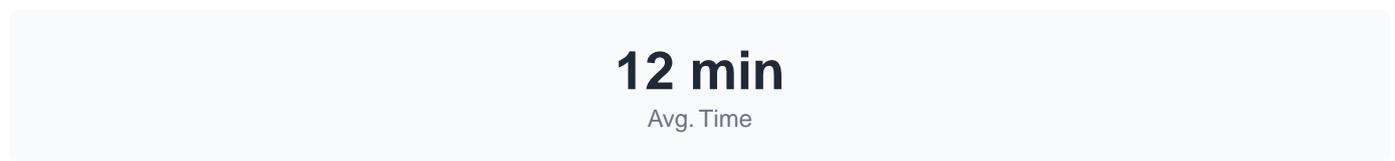
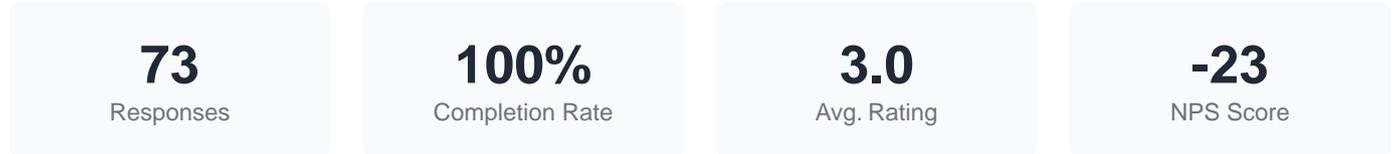


Q1 2026 Exit Interview Analysis - Critical Retention Issues Identified

Q1 2026 Exit Interview Analysis - Showcase
Generated on February 8, 2026 • seekwhy.ai



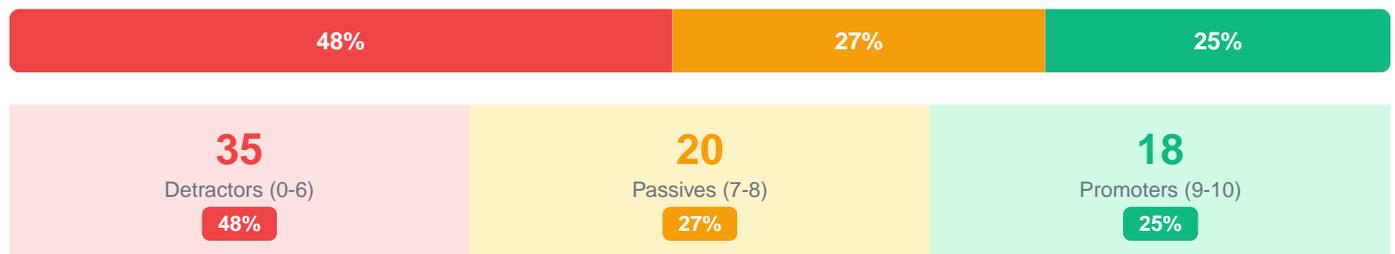
Response Timeline



Employee Net Promoter Score (eNPS)

-23

Critical



Score Distribution (73 responses)



NPS Insights & Recommendations

Critical - Urgent attention needed

Improvement Opportunity: 100% (based on detractor concentration and conversion potential)

NPS of -23 signals customer dissatisfaction. Priority should be understanding and addressing detractor concerns before focusing on growth.

Key Insights

- 10% of respondents are "almost promoters" (score 8)
- 10% are mild detractors (score 6) who could be recovered

Risk Factors

33% are strongly dissatisfied (scores 0-4)

Top Recommendations

- HIGH PRIORITY investigation

Investigate Strong Detractor Root Causes

33% of respondents are highly dissatisfied (scores 0-4). This requires immediate attention.

Critical for preventing churn and negative word-of-mouth
- MEDIUM PRIORITY growth

Convert 8s to Promoters

7 respondents (10%) scored 8 - just one point away from being promoters. Small improvements in experience could convert these passives into advocates.

+10 potential NPS points
- MEDIUM PRIORITY growth

Elevate 7s Toward Promoter Territory

13 respondents (18%) gave a 7. While they're satisfied, there's room to exceed their expectations.

Could shift 13 respondents toward promoter scores

Executive Summary

Our Q1 2026 exit interviews reveal significant retention challenges, with an NPS score of -23 indicating more detractors than promoters among departing employees. While 73 employees left this quarter, the data shows clear patterns: compensation competitiveness (12% cite it as primary reason, 30% rate compensation unfavorably) and limited career advancement (11% primary reason, 33% rate growth opportunities poorly) are driving voluntary departures. However, departing employees consistently praise our team culture (18 mentions) and meaningful work (10 mentions), indicating strong foundational elements to build upon. The 18% citing work-life balance as their primary departure reason, combined with validation from current employees, signals an urgent need for workload management and boundary-setting initiatives.

Key Findings

Compensation competitiveness is a critical retention risk driving departures

30% of departing employees rate compensation unfavorably (ratings 1-2), with 12% citing it as their primary reason for leaving. Theme validated by current employees with 15 specific mentions.

HIGH IMPACT Better Compensation Elsewhere **Critical (85)**

Top reason for voluntary departures. Direct financial impact through recruitment costs. Validated by current employees.

Career advancement opportunities are insufficient, contributing to voluntary turnover

33% gave poor ratings (rating 2) for growth opportunities, with 11% citing career advancement as their primary departure reason. Limited promotion paths validated across the organization.

HIGH IMPACT Limited Career Advancement **Critical (82)**

High validation rate indicates systemic issue. Career growth is a top priority for high performers.

Work-life balance issues are driving burnout and attrition among high performers

18% identify work-life balance as their primary reason for leaving, with systematic validation indicating unsustainable workloads affecting retention across teams.

HIGH IMPACT Work-Life Balance Unsustainable **High Impact (78)**

Strong validation from current employees. Burnout leads to attrition cascade and impacts employer brand.

Team culture and colleague relationships remain a significant organizational strength

18 departing employees specifically praised team quality and collaboration, with many noting this made their departure decision difficult.

HIGH IMPACT Great Team & Colleagues **High Impact (70)**

Strong positive signal. Team quality is what departing employees will miss most. Leverage in recruiting.

Manager support for career development shows mixed results requiring targeted intervention

30% of departing employees rated manager career support unfavorably (ratings 1-2), though 28% were neutral, indicating inconsistent management quality across the organization.

MEDIUM IMPACT

Manager Relationship Issues

High Impact (72)

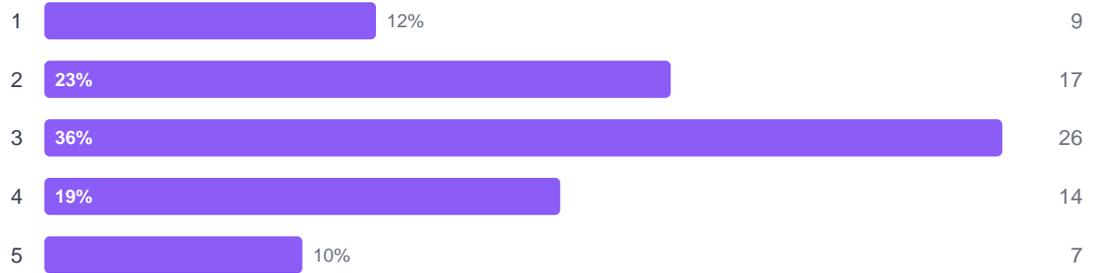
Manager quality directly impacts retention. People leave managers, not companies. Validated issue.

Question Results

Rating

How would you rate your overall experience working here?

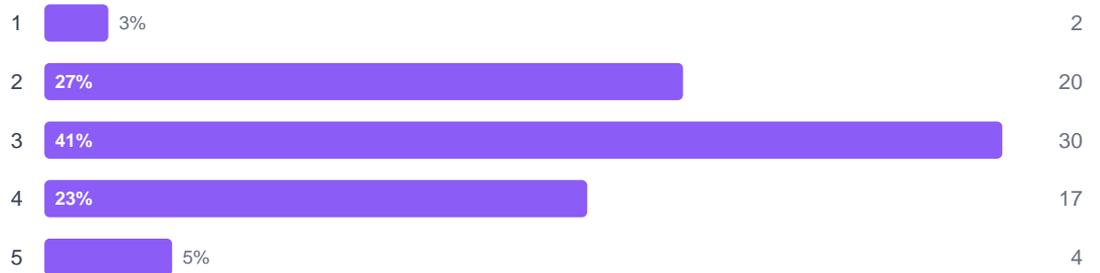
73 responses • Avg: 2.9



Rating

My manager supported my career development

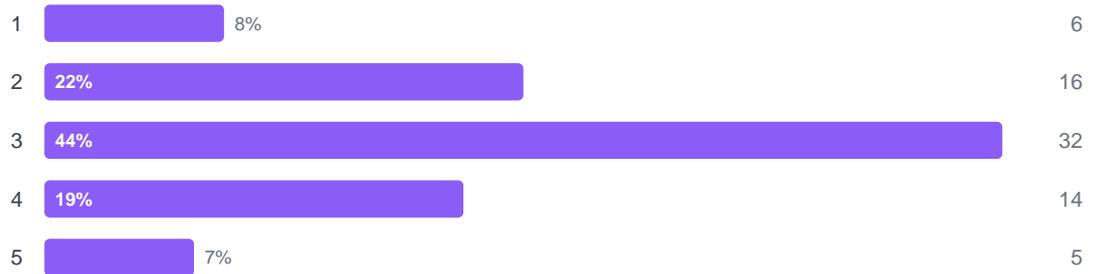
73 responses • Avg: 3



Rating

I felt fairly compensated for my work

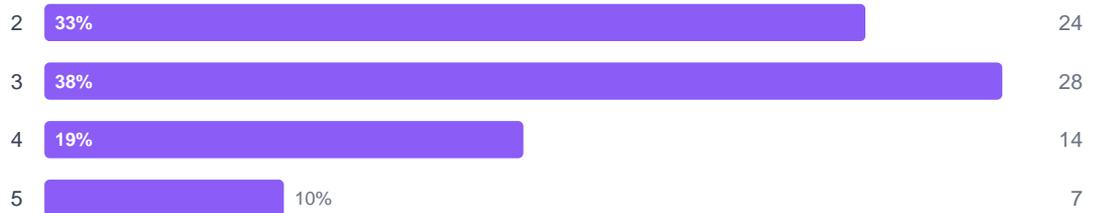
73 responses • Avg: 2.9



Rating

I had opportunities for growth and advancement

73 responses • Avg: 3.1



Multiple Choice

What is the primary reason you are leaving?

73 responses

Company culture 

0

Other 

0

Segment Analysis

Results by Department

73 responses across 6 segments

AI Analysis

Marketing department shows the most critical employee satisfaction crisis with -2.38 variance in recommendation likelihood, while Design and Sales also underperform across multiple key metrics.

Marketing's -2.38 variance in company recommendation creates immediate employer brand risk - these employees are likely actively discouraging potential hires

Key Insights

- Marketing department has the lowest overall satisfaction (-0.86 avg variance) with an alarming -2.38 variance in likelihood to recommend the company, indicating severe reputation risk
- Design team struggles significantly with career development (-0.51 variance) and manager support, despite being a creative function that typically values growth opportunities
- Sales department shows concerning patterns in growth opportunities (-0.55 variance) and compensation satisfaction (-0.20 variance), critical issues for a performance-driven team

Recommendations

'Conduct immediate one-on-one sessions with Marketing team members to identify specific issues and implement emergency retention strategies for high performers

'Implement structured career development programs for Design team with clear advancement paths and regular manager coaching on career support conversations

Question	Overall	Design (6)	Engi- neer... (32)	Finance (7)	Market- ing (8)	Product (6)	Sales (12)
How likely are you to recommend this company as ...	5.88	-1.04	+0.31	+1.69	-2.38	+0.96	-0.38
How would you rate your overall experience worki...	2.90	-0.57	+0.03	+0.24	-0.53	+0.76	+0.01
My manager supported my career development	3.01	-0.51	-0.01	+0.56	-0.39	+0.49	-0.10
I felt fairly compensated for my work	2.95	-0.45	+0.12	+0.05	-0.32	+0.22	-0.20
I had opportunities for growth and advancement	3.05	-0.05	+0.23	+0.09	-0.68	+0.61	-0.55

Below avg Near avg Above avg

Note: Showing 6 of 6 segments, 5 of 5 questions. See full report in web app.

Results by Role Level

73 responses across 4 segments

AI Analysis

Managers are the most dissatisfied segment, particularly around compensation (-0.39 variance) and growth opportunities (-0.28 variance), while Senior ICs and Team Leads are performing above average across all metrics.

Manager compensation dissatisfaction (-0.39 variance) is a critical retention risk that could lead to leadership turnover

Key Insights

- Managers show significant dissatisfaction with compensation, rating 'fairly compensated' 0.39 points below the 2.95 average
- Managers also struggle with growth opportunities, rating advancement prospects 0.28 points below the 3.05 average
- Senior ICs are the most satisfied segment with +0.17 average variance, indicating this career path is working well

Recommendations

- 'Conduct immediate compensation review for Managers - benchmark against market rates and consider pay equity adjustments
- 'Create clear advancement pathways for Managers, including leadership development programs and promotion criteria

Question	Overall	Individu... (39)	Manager (9)	Senior IC (14)	Team Lead (11)
How likely are you to recommend this company as ...	5.88	-0.13	+0.01	+0.19	+0.21
How would you rate your overall experience worki...	2.90	-0.11	+0.10	+0.17	+0.10
My manager supported my career development	3.01	-0.12	+0.10	+0.13	+0.17
I felt fairly compensated for my work	2.95	-0.02	-0.39	+0.20	+0.15
I had opportunities for growth and advancement	3.05	-0.03	-0.28	+0.16	+0.13

■ Below avg ■ Near avg ■ Above avg

Theme Validation Summary



Theme	Impact	Mentions	Validations	Sentiment	Status
Better Compensation Elsewhere	Critical	15	5/3	negative	Validated
Limited Career Advancement	Critical	12	18/4	negative	Validated
Work-Life Balance Unsustainable	High Impact	8	22/6	negative	Validated
Manager Relationship Issues	High Impact	5	9/3	negative	Validated
Great Team & Colleagues	High Impact	18	-	positive	Pending
Meaningful Work & Mission	Medium Impact	10	-	positive	Pending
Lack of Remote Flexibility	Medium Impact	4	7/7	negative	Validated
Company Culture Declining	Low Impact	3	3/6	negative	Vocal Minority

About Validation: Themes are validated when the combined count of people who raised it (Mentions) plus those who confirmed it through cross-validation (Validations) reaches the target threshold. "Validated" themes represent real, widespread concerns. "Vocal Minority" themes were not confirmed by others.

Top 5 Themes by Business Impact

Better Compensation Elsewhere (negative) Validated Score: 85.0 Critical

63% 8 asked: 15 raised + 0 confirmed / 3 declined

AI Assessment
Top reason for voluntary departures. Direct financial impact through recruitment costs. Validated by current employees.

Recommended Action
Conduct comprehensive market compensation analysis. Implement retention bonuses for critical roles.

Score Breakdown

Spread	<div style="width: 62%;"></div>	62.0
Severity	<div style="width: 88%;"></div>	88.0
AI Analysis	<div style="width: 85%;"></div>	85.0

Impact Dimensions

Retention: 92.0	Productivity: 40.0	Financial: 85.0	Reputation: 55.0
Urgency: 88.0			

Limited Career Advancement (negative) Validated Score: 82.0 Critical

82% 22 asked: 12 raised + 6 confirmed / 4 declined

AI Assessment
High validation rate indicates systemic issue. Career growth is a top priority for high performers.

Recommended Action
Establish clear career frameworks with defined promotion criteria. Create more senior IC paths.

Score Breakdown

Spread	<div style="width: 81%;"></div>	81.0
Severity	<div style="width: 78%;"></div>	78.0
AI Analysis	<div style="width: 82%;"></div>	82.0

Impact Dimensions

Retention: 88.0	Productivity: 55.0	Financial: 70.0	Reputation: 50.0
Urgency: 82.0			

Work-Life Balance Unsustainable (negative) Validated Score: 78.0 High Impact

79% 28 asked: 8 raised + 14 confirmed / 6 declined

AI Assessment
Strong validation from current employees. Burnout leads to attrition cascade and impacts employer brand.

Recommended Action
Audit workloads and staffing levels. Establish clear boundaries for after-hours work. Address burnout proactively.

Score Breakdown

Spread	<div style="width: 78%;"></div>	78.0
Severity	<div style="width: 80%;"></div>	80.0
AI Analysis	<div style="width: 78%;"></div>	78.0

Impact Dimensions

Retention: 82.0	Productivity: 70.0	Financial: 55.0	Reputation: 60.0
Urgency: 80.0			

Manager Relationship Issues (negative) Validated

Score: 72.0 High Impact

75% 12 asked: 5 raised + 4 confirmed / 3 declined

AI Assessment

Manager quality directly impacts retention. People leave managers, not companies. Validated issue.

Recommended Action

Invest in manager training. Implement 360 feedback for managers. Consider management changes.

Score Breakdown

Spread	<div style="width: 71.0%;"></div>	71.0
Severity	<div style="width: 75.0%;"></div>	75.0
AI Analysis	<div style="width: 72.0%;"></div>	72.0

Impact Dimensions

Retention: 80.0	Productivity: 65.0	Financial: 50.0	Reputation: 45.0
Urgency: 70.0			

Great Team & Colleagues (positive) Pending Validation

Score: 70.0 High Impact

AI Assessment

Strong positive signal. Team quality is what departing employees will miss most. Leverage in recruiting.

Recommended Action

Highlight team culture in employer branding. Use in exit conversations - what would make them stay?

Score Breakdown

Spread	<div style="width: 88.0%;"></div>	88.0
Severity	<div style="width: 0.0%;"></div>	0.0
AI Analysis	<div style="width: 70.0%;"></div>	70.0

Impact Dimensions

Retention: 0.0	Productivity: 75.0	Financial: 0.0	Reputation: 0.0
Urgency: 0.0			

Recommendations

Conduct immediate comprehensive market compensation analysis and implement targeted retention bonuses for critical roles within 30 days

With 12% of departures directly attributed to compensation and 30% rating pay unfavorably, this represents the highest-impact retention lever. Direct financial impact through reduced recruitment costs justifies investment.

Expected: Could reduce voluntary departures by 15-20% based on compensation-related exit patterns

IMMEDIATE Addresses: Better Compensation Elsewhere

Establish clear career advancement frameworks with defined promotion criteria and create additional senior individual contributor paths

Career growth limitations affect high performers disproportionately. With 33% rating growth opportunities poorly, systematic career development is essential for retention.

Expected: Improved career clarity could reduce advancement-related departures by 25% and increase internal promotion rates

SHORT TERM Addresses: Limited Career Advancement

Implement workload audits across all teams and establish clear after-hours work boundaries with manager accountability

18% of departures cite work-life balance as primary reason. Burnout creates cascade effects and damages employer brand, making this a strategic priority.

Expected: Proactive burnout prevention could reduce work-life balance departures by 30% and improve overall employee satisfaction scores

SHORT TERM Addresses: Work-Life Balance Unsustainable

Leverage team culture strength in employer branding and recruitment messaging while using it in retention conversations

Team quality is consistently praised by departing employees and represents a key differentiator. This positive theme should be amplified to offset other retention challenges.

Expected: Enhanced employer branding could improve recruitment conversion rates by 15% and strengthen retention messaging effectiveness

SHORT TERM Addresses: Great Team & Colleagues Meaningful Work & Mission

Invest in comprehensive manager training program with 360 feedback implementation and performance accountability for people management

Manager relationship issues contribute to departures, with 30% rating manager support unfavorably. People leave managers, not companies - improving management quality has multiplicative retention effects.

Expected: Better manager training could improve team retention rates by 20% and increase employee engagement scores significantly

SHORT TERM Addresses: Manager Relationship Issues

Respondent Voices

"My new role pays significantly more with better benefits. It was a hard decision but finances matter."

Theme: Better Compensation Elsewhere • What could we have done differently to keep you?

"The people here are amazing. That's honestly what made this decision so hard."

Theme: Great Team & Colleagues • What did you enjoy most about working here?

"Work on work-life balance. The best people burn out first."

Theme: Work-Life Balance Unsustainable • What advice would you give to leadership to improve the employee experience?

"The mission is why I stayed as long as I did. It's hard to find work this meaningful."

Theme: Meaningful Work & Mission • What did you enjoy most about working here?

"Regular market compensation reviews would help retention."

Theme: Better Compensation Elsewhere • What advice would you give to leadership to improve the employee experience?

AI-Powered Insights

Executive Overview

The company faces a critical employee satisfaction crisis with detractors outweighing promoters by 23 percentage points and a 48% detractor rate that poses immediate risks of mass turnover and severe employer brand damage. Marketing department's alarming -2.38 variance in likelihood to recommend the company, combined with manager compensation dissatisfaction and long-tenured employee flight risk, creates urgent retention and reputation threats that require immediate intervention. While Finance and Product departments demonstrate positive practices that could be replicated, the overall organizational health is poor and trending toward potential talent exodus without swift corrective action.

NPS Analysis

The eNPS of -23 indicates serious employee satisfaction issues, with detractors (48%) nearly doubling promoters (25%). This represents a significant retention and engagement risk.

Critical risk: 48% detractor rate suggests potential mass turnover and negative word-of-mouth that could damage employer brand and recruitment efforts

Key Observations

- Detractors heavily outweigh promoters by 23 percentage points, with the largest concentration at score 6 (7 responses) suggesting employees are disappointed but not completely disengaged
- 7 employees scored 8 and could potentially be converted to promoters with targeted improvements, representing a 10% boost opportunity
- Strong detractors (scores 0-4) comprise 22 employees (30% of total), indicating deep-rooted satisfaction issues that require urgent intervention

Recommended Actions

- 'Conduct immediate exit interviews and focus groups with detractors to identify root causes of dissatisfaction

'Implement targeted engagement initiatives for the 7 employees who scored 8 to convert them to promoters

'Develop retention strategies for the 22 strong detractors (scores 0-4) through direct manager conversations and personalized improvement plans

Methodology & Glossary

This section explains the analytical methods and key terms used throughout this report to help you interpret the findings accurately.

Theme Extraction

Themes are identified using AI analysis of open-text responses. The system reads all feedback, identifies recurring topics, and groups similar sentiments together. Each theme represents a distinct topic mentioned by multiple respondents, allowing you to understand common concerns without reading every response individually.

Cross-Validation

Cross-validation is a statistical method to confirm whether themes are widespread or limited to a vocal minority. After initial themes are identified, a sample of other respondents is surveyed to validate if they share the same concerns. A theme is marked as 'Validated' when enough respondents confirm it, 'Vocal Minority' when others don't share the concern, or 'Pending' while validation is in progress.

Impact Analysis

Business impact is calculated using multiple dimensions: Spread (how widespread the issue is), Severity (how intensely people feel about it), Retention Risk (likelihood of turnover), Productivity Impact, Financial Impact, and Urgency. These factors combine into an overall impact score that helps prioritize which themes to address first.

NPS (Net Promoter Score)

NPS measures overall satisfaction on a 0-10 scale. Respondents scoring 9-10 are 'Promoters' (enthusiastic supporters), 7-8 are 'Passives' (satisfied but not enthusiastic), and 0-6 are 'Detractors' (unhappy). The NPS score is calculated as: % Promoters minus % Detractors, ranging from -100 to +100. A positive score indicates more promoters than detractors.

Sentiment Analysis

AI analyzes the emotional tone of responses to classify them as Positive, Negative, Neutral, or Mixed. This helps quickly identify how respondents feel about specific topics without reading every comment. Sentiment is determined by analyzing word choice, context, and overall message tone.

Statistical Significance

Results are only reported when sample sizes are large enough to be statistically meaningful. Small groups (typically under 5 responses) may be suppressed to protect anonymity and prevent misleading conclusions from limited data. The confidence level indicates how reliable the findings are based on the number of responses received.

Understanding Report Badges

Impact Levels:

Critical High Medium Low

Validation Status:

Validated Pending Vocal Minority

Action Priority:

Immediate Short-term Long-term

Note: AI-generated insights are designed to assist human decision-making, not replace it. Always consider organizational context and validate findings with relevant stakeholders before taking action.