E-Corp

EXIT INTERVIEW REPORT

Reasons for leaving (internal test)

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ORGANIZATION
E-Corp

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01

AI report

The person is leaving for an accepted offer at a competitor after thinking about it for 6 to 12 months. They name senior leadership and direction as the main reason, and a specific event as the trigger: a reorganisation moved their three biggest accounts to a new team, with no explained criteria and a drop of about a third in commission. Career growth and the relationship with their manager (rated extremely important) also weigh heavily, in particular a promotion case submitted to HR without their input. They report enjoying pre-sales colleagues, remote work and the early training budget, and consider a return possible under the right conditions. They think the organization could have prevented the departure with significant changes.

Key reasons for leaving

Senior leadership decision and communication on the account reorganisation: Main reason chosen: Senior leadership and direction; importance of senior leadership: Very important. Trigger: a reorganisation moved the three biggest accounts to the strategic accounts team, with no explanation of the criteria, and commission fell by about a third. They learned of it when the accounts vanished from the pipeline view. In the conversation they said the reorganisation was announced in a short all-hands email, the sales director told them the plan was final, and they could not get a reason. Two of the three accounts were clients of four years, with a renewal in progress on one.

Relationship with the manager and handling of the promotion case: Manager chosen as a contributing factor; importance of the manager: Extremely important. They report that the new manager, who joined from outside six months ago, said he would "look at" the promotion case in a corridor chat. The person then heard from an HR colleague that it had already been submitted, without seeing the document or being asked for input. They also report one-to-ones about every six or seven weeks, often cancelled. When asked about the accounts, their manager said it was a decision from above.

Career growth and promotion prospects: Growth or promotion opportunities elsewhere chosen as a contributing factor; importance of career growth: Very important. They agree that the new opportunity offers more room to grow and is closer to what they want to do. The changes they say would most likely have kept them: a promotion or new role and a clearer career path.

Pay (commission) and fit with the organization's way of working, with weaker support: Importance of pay: Moderately important, and importance of organizational culture: Moderately important. They disagree that they fitted well with the organization's way of working. They are neutral on whether the new opportunity offers better pay and benefits. The only concrete pay-related fact is the commission drop of about a third after the reorganisation, which is listed above as part of the trigger.

Open answers, synthesised

IF A SPECIFIC EVENT TRIGGERED YOUR DECISION, WHAT HAPPENED?

Eight months ago a reorganisation moved the person's three biggest accounts to the new strategic accounts team. Nobody explained the criteria and their commission dropped by about a third. They only learned of it when the accounts disappeared from their pipeline view.

WHAT IS THE ONE CHANGE THAT WOULD HAVE MADE THE BIGGEST DIFFERENCE?

A transparent and documented way of assigning accounts, with a conversation before any account moves. They also would have needed a real discussion of their promotion case with their manager before it went to HR. They say that with those two things they would have stayed.

IS THERE ANYTHING ELSE YOU WANT US TO KNOW?

They enjoyed working with the pre-sales colleagues and the flexible remote work, and found the training budget in their first years good. They report that the CRM and quoting tool are slow and that they rebuild quotes in spreadsheets, which costs them hours every week.

Interview goals

UNDERSTAND WHY PEOPLE LEAVE AND WHAT WE COULD CHANGE TO KEEP THEM.

For this person, the evidence points to the unexplained reassignment of their main accounts, with the resulting commission drop, as the trigger, with senior leadership and direction named as the main reason. The manager relationship (rated extremely important) and the handling of the promotion case, and career growth (rated very important), also contributed. They state that a transparent, documented account-assignment process with a prior conversation, and a real discussion of their promotion case with their manager before submission, would have kept them. They also chose a promotion or new role and a clearer career path as changes that would have kept them. This is one person's account, and the causes are as they report them. The slow CRM and quoting tool are a separate irritant that they report but did not give as a reason for leaving.

What the in-depth conversation added

The conversation added concrete detail to the questionnaire. On the accounts, the person asked their manager the same week and was told it was a decision from above. They handed over notes without learning why those accounts were chosen, and the commission concern raised with the sales director got the answer that the plan was final. On the promotion, the conversation described the corridor remark, the discovery through an HR colleague that the case had been submitted, and infrequent, often cancelled one-to-ones. It also tied the choice of leadership as main reason to how the decision was made and communicated. On tools, it gave an example: a quoting tool that took almost a minute to load each pricing screen and did not apply agreed discount tiers, so a quote was rebuilt in a spreadsheet and re-keyed, costing about half a day, which they say happens on most larger deals. This tool problem was not given as a reason for leaving.

Suggested actions

Define and document the criteria for assigning accounts, and have the affected employees informed and heard before accounts move, including how commission is affected.: The reorganisation without explained criteria, with a commission drop of about a third, was the trigger and the basis for choosing senior leadership and direction as the main reason; the person says a transparent process with a prior conversation would have kept them.

Make sure employees see and can contribute to their promotion case before it goes to HR, and set clear expectations on who communicates its status.: They learned from an HR colleague that the case had been submitted without their input; a real discussion with the manager was named as a change that would have kept them, and career growth was rated very important.

Review the regularity of one-to-ones, particularly with managers who are new to the organization, so that they are not frequently cancelled.: The manager was rated extremely important in the decision, and one-to-ones are described as about every six or seven weeks and often cancelled.

Offer a clearer career path and visible progression routes in the sales function, and have leaders explain reorganisation decisions to those affected rather than only through an all-hands email.: A promotion or new role and a clearer career path were the changes named, career growth was rated very important, and the person could not obtain a reason for the decision from leadership.

Look into the performance of the CRM and quoting tool, including the discount tier handling, as a retention and productivity topic.: The person reports losing hours every week to spreadsheet rebuilds, with an example costing half a day. This was raised under 'anything else' and is not stated as a reason for leaving, so it is a lower-priority proposal.

Written by AI from this person's answers and conversation only. Check it against the answers below before acting on it.

02

Survey answers

Status: Follow-up completed

WHAT IS THE MAIN REASON YOU ARE LEAVING?

Senior leadership and direction

WHICH OTHER FACTORS CONTRIBUTED?

Growth or promotion opportunities elsewhere, My manager

WHICH STATEMENT BEST DESCRIBES YOUR DECISION?

A specific event or change made me decide to leave

IF A SPECIFIC EVENT TRIGGERED YOUR DECISION, WHAT HAPPENED?

Eight months ago a reorganisation moved my three biggest accounts to the new strategic accounts team. Nobody explained the criteria, and my commission dropped by about a third. I only learned about it when the accounts disappeared from my pipeline view.

HOW LONG HAD YOU BEEN THINKING ABOUT LEAVING?

6 to 12 months

DID YOU HAVE ANOTHER JOB OR PLAN LINED UP WHEN YOU RESIGNED?

Yes, an accepted offer

WHERE ARE YOU GOING NEXT?

A competitor

HOW IMPORTANT WAS PAY IN YOUR DECISION TO LEAVE?

3 / 5

HOW IMPORTANT WAS CAREER GROWTH IN YOUR DECISION TO LEAVE?

4 / 5

HOW IMPORTANT WAS YOUR MANAGER IN YOUR DECISION TO LEAVE?

5 / 5

HOW IMPORTANT WAS YOUR TEAM IN YOUR DECISION TO LEAVE?

1 / 5

HOW IMPORTANT WAS YOUR WORKLOAD IN YOUR DECISION TO LEAVE?

2 / 5

HOW IMPORTANT WAS THE ORGANIZATIONAL CULTURE IN YOUR DECISION TO LEAVE?

3 / 5

HOW IMPORTANT WAS SENIOR LEADERSHIP IN YOUR DECISION TO LEAVE?

4 / 5

HOW IMPORTANT WAS THE CONTENT OF THE JOB IN YOUR DECISION TO LEAVE?

3 / 5

HOW IMPORTANT WAS FLEXIBILITY AND WORKING ARRANGEMENTS IN YOUR DECISION TO LEAVE?

1 / 5

HOW IMPORTANT WAS JOB SECURITY IN YOUR DECISION TO LEAVE?

2 / 5

THE OPPORTUNITY I AM MOVING TO OFFERS MORE ROOM TO GROW.

4 / 5

THE OPPORTUNITY I AM MOVING TO OFFERS BETTER PAY AND BENEFITS.

3 / 5

THE OPPORTUNITY I AM MOVING TO OFFERS BETTER FLEXIBILITY OR WORK-LIFE BALANCE.

3 / 5

THE OPPORTUNITY I AM MOVING TO IS CLOSER TO WHAT I WANT TO DO.

4 / 5

I HAD CLOSE WORKING RELATIONSHIPS HERE THAT MADE LEAVING DIFFICULT.

4 / 5

I FITTED WELL WITH THIS ORGANIZATION'S WAY OF WORKING.

2 / 5

LEAVING MEANT GIVING UP BENEFITS OR OPPORTUNITIES THAT ARE HARD TO REPLACE.

3 / 5

COULD THE ORGANIZATION HAVE PREVENTED YOUR DEPARTURE?

Yes, with significant changes

WHICH CHANGES WOULD MOST LIKELY HAVE KEPT YOU?

A promotion or new role, A clearer career path

WHAT IS THE ONE CHANGE THAT WOULD HAVE MADE THE BIGGEST DIFFERENCE?

A transparent and documented way of assigning accounts, with a conversation before any account moves. I would also have needed a real discussion of my promotion case with my manager before it went to HR. With those two things I would have stayed.

HOW LIKELY ARE YOU TO RECOMMEND THIS ORGANIZATION AS A PLACE TO WORK, FROM 0 (NOT AT ALL LIKELY) TO 10 (EXTREMELY LIKELY)?

5 / 10

WOULD YOU CONSIDER RETURNING IN THE FUTURE?

Yes, under the right conditions

IS THERE ANYTHING ELSE YOU WANT US TO KNOW?

I enjoyed working with the pre-sales colleagues and the flexible remote work. The training budget in my first years was good. The CRM and quoting tool are slow, and I rebuild quotes in spreadsheets, which costs me hours every week.

03

Follow-up conversation

ASSISTANT
Hello, and thank you for taking the time. I would like to add some detail to a few of your answers. You wrote that your three biggest accounts disappeared from your pipeline view after a reorganisation. Could you walk me through what happened in the days after you noticed?

USER
I asked my manager about it the same week and was told it was a decision from above. Two of the three accounts were clients I had worked with for four years, and I had a renewal in progress with one of them. I ended up handing over my notes to the strategic accounts team without ever being told why those accounts were chosen.

ASSISTANT
Thank you, that gives me a clear picture. You also mentioned wanting a real discussion of your promotion case with your manager before it went to HR. What happened with that case?

USER
My new manager, who joined from outside six months ago, told me in a corridor chat that he would "look at it". A few weeks later I found out from a colleague in HR that the case had already been submitted, and I had never seen the document or been asked for input. Our one-to-ones happen maybe once every six or seven weeks and are often cancelled.

ASSISTANT
I appreciate you sharing that. You chose senior leadership and direction as your main reason for leaving. Can you give me an example of something from senior leadership that shaped that view?

USER
The reorganisation was announced in a short all-hands email with no explanation of how accounts were chosen for the strategic team. I raised the commission impact with the sales director and was told the plan was final. That is why I picked leadership and direction: the decision and the way it was communicated came from the top, and I could not get a reason for it.

ASSISTANT
Thank you, that makes the link to leadership clear. You also mentioned that the CRM and quoting tool are slow and that you rebuild quotes in spreadsheets. Can you describe a recent example of how that played out in your work?

USER
Last quarter a quote for a mid-size logistics client took the quoting tool almost a minute to load every pricing screen, and it would not apply the discount tiers we had agreed. I rebuilt the quote in a spreadsheet, then re-keyed it into the tool, which cost me about half a day. This happens on most larger deals.

ASSISTANT
Thank you for the detailed examples and for your time today. Your answers help us understand your experience at E-Corp, and I wish you all the best in your next role.