EXIT INTERVIEWS REPORT

Exit interviews report

Northwind Logistics (E2E test)

ORGANIZATION
Northwind Logistics (E2E test)

INTERVIEWS
5

REPORT ISSUED
12 Nov 2026

CONFIDENTIAL

01

Summary

Based on 5 completed full interviews.

Five people took part in the exit interviews for this period. Reasons for leaving differed: a few mentioned a competing offer, one mentioned workload and health, one mentioned a manager's conduct, and one mentioned a family move. Across the interviews, several people said they did not feel their work was recognised or that their manager was supportive. Others described missing resources, such as too few staff, slow tools or no development budget. All five spoke positively about their colleagues, and several said they did not want to leave their teams. With only five interviews, these findings describe what these people said and should not be read as a pattern for the whole organization.

02

Recurring themes

Good colleagues and teamwork

ALL FIVE INTERVIEWS

Every interview named supportive, friendly or trustworthy colleagues as one of the best parts of working here. Several people said they were reluctant to leave their teams, and one said they would consider coming back.

Manager relationship, communication and follow-through

THREE OF FIVE

Three people described their manager as absent, critical in front of others, or not acting on concerns that had been raised. They mentioned cancelled one-to-ones, late changes to priorities without explanation, and workload warnings that led to no change. Some said they stopped asking questions, raising concerns or proposing ideas as a result. On the scale question about manager support, two people disagreed or strongly disagreed, two were neutral and one agreed.

Lack of recognition and feedback on work

THREE OF FIVE

Three people said good results received no acknowledgement, whether thanks, a reply or credit. They felt their effort was taken for granted or invisible. One said the only management message they received was about a problem.

Resources, tools and capacity

THREE OF FIVE

Three people described gaps that made the work harder: unfilled posts with overtime becoming normal and health suffering, unreliable software and equipment, and weak onboarding with no training budget. On the scale question about having the resources to do the job, three disagreed or strongly disagreed and two agreed.

Career path, development and pay

TWO OF FIVE

Two people said they left for an offer that combined better pay with a clearer path or development support. They described no written promotion path, no career conversations, no mentoring and no learning budget.

Personal circumstances

ONE OF FIVE

One person left because of a family move and said the decision was difficult because they liked the job and colleagues.

03

Open answers, synthesised

WHAT FACTORS INFLUENCED YOUR DECISION TO LEAVE?

The reasons were varied. People named a competing offer with better pay and a defined career step, a manager's conduct, chronic understaffing with constant overtime, weak onboarding with no development support, and a family move. Several said that nobody had asked about their goals, or that the issues they raised did not lead to change.

WHAT WORKED WELL IN YOUR EXPERIENCE HERE?

Everyone mentioned their colleagues and teammates, describing them as supportive, friendly and ready to cover for each other. People also valued learning from experienced colleagues, the content of the work itself, flexible shift swaps, a manager who gave trust, and pride in the quality of service. One person said they enjoyed their work once they had worked out the tools alone.

WHAT COULD THE ORGANIZATION IMPROVE FOR PEOPLE IN A SIMILAR ROLE?

People asked for regular career conversations, clear promotion criteria and yearly pay reviews against the market. They also asked for manager training on private feedback, a stable weekly plan except in real emergencies, and occasional recognition. Other requests were to replace people who leave and treat overtime as exceptional, to act earlier on workload warnings, to replace slow software, and to give new staff an onboarding plan, a buddy and a small training budget. One person also asked that people be shown where their reports are used.

IS THERE ANYTHING ELSE YOU WOULD LIKE TO SHARE?

Several people said they would have stayed with a transparent promotion path, or that nobody asked where they wanted to be. A few said they never received thanks for strong results and thought others in similar roles felt the same. One said their work felt invisible because they rarely heard whether anyone read it. One described burnout, with trouble sleeping and dread of the working week, and said they did not want to leave but could not keep up the pace. One thanked the organization for a long and good period of work and said they would return if a position were available.

What the in-depth conversations added

The in-depth conversations added concrete, repeated examples to the written answers. People described patterns rather than single events: cancelled one-to-ones, late changes that recurred, equipment problems that happened regularly, and workload that stayed high for months. Several said they had raised an issue or asked a question, received a vague answer or no follow-up, and then stopped raising it. A few said that feeling uncredited or criticised made them more cautious, share fewer ideas and put in less extra effort. People also described the effect of resource gaps on daily stress and health, and on how colleagues started their working day. Some people said they had begun to look at other options once they stopped picturing a future here.

04

Suggested actions

Consider a short training and guidance programme for managers on giving feedback privately, keeping priorities stable, and holding one-to-ones consistently. Managers could be asked to report on how regularly those meetings take place.
Three people described their manager as absent, critical in front of others, or unresponsive. Two disagreed or strongly disagreed that they felt supported.

Consider a simple routine for acknowledging good results, such as a brief thanks or reply when work is submitted and credit when the work is used elsewhere.
Three people said strong results received no acknowledgement or credit and that their work felt invisible.

Consider setting up a way for workload concerns to be logged and answered within an agreed time, with a visible decision on hiring or temporary cover and regular checks on overtime levels.
One person described chronic understaffing and overtime after repeated warnings, and a few others described capacity or support gaps.

Consider reviewing the reliability of core software and equipment, starting by asking the people who use them daily which problems occur most often.
One person described regular software failures and equipment gaps that disrupted the start of the day, and three people disagreed or strongly disagreed that they had the resources they needed.

Consider a standard onboarding plan with a named buddy, a data and tools overview for new staff, and a small training budget that is communicated to everyone.
One person described a weak start and no development funding, and said an offer with mentoring and a learning budget influenced their decision.

Consider holding regular career conversations, publishing written promotion criteria, and reviewing pay bands against the local market each year.
Two people left for offers that combined better pay with a clearer career path or development support, and said nobody had asked about their goals or set out a path.

Written by AI from the answers and conversations of several people, without names or teams. Check it against the data before acting on it.