ENGAGE 2.0

Conversation Starters

Your First ENGAGE Conversation:

- "What questions do you have about your role and how you can achieve your goals in this role?"
- "How can I help you be successful?"
- "What type of work do you love to do? What is your working style?"

Status of Work:

- "What is the status of your major work for the month?"
- "What are your work priorities for the upcoming month? How could those priorities be used to advance your development goals?"
- "Is there any feedback for me that you would like to share or discuss?"

Roadblocks:

- "What are the roadblocks that may impact your opportunities for development?"
- "How do you think we can mitigate those issues?"
- "How can I personally help to clear the path?"

Difficult Conversations:

- "How do you think you handled…?"
- "What's getting in the way of you being able to meet [fill in the blank] performance expectations?"
- "What can I do to assist in ensuring you achieve your performance goals?"
- "What have you already been doing to address this issue?"
- "What do you think are the next steps in addressing this issue?"
- "From your perspective, what indicators or outcomes will signal improvement?"

Giving Feedback

Appreciate and Coach:

- Feedback should be both positive and constructive. Positive feedback is used to recognize and reinforce desired behavior
- When offering positive feedback, be specific about what and how is being done well. Research has shown that learning is less about adding something that isn't already there and more about recognizing, reinforcing, and refining areas where we are already strong
- Over time, the ratio of positive to constructive feedback should be 4:1. We learn best when someone pays attention to what we are doing well and asks us to do more of those things
- When a team member is shown appreciation, they are more likely to innovate and engage in the well-being of the organization

Create a Safe Environment:

- Make sure you deliver feedback in a private setting, where you can't be overheard or interrupted

Make It Timely:

- Don't delay feedback or save it for another time. Provide it as soon as possible after you see great performance or become aware of an issue

Be Specific:

- Provide accurate details (Situation/Task, Action, Result, Next Steps) in your feedback to avoid vagueness and ensure understanding

Make It a Dialogue:

- Seek out the team member's point of view to gain insight into the behavior, and allow them to gain clarity

Don't Make It Personal or Play the Blame Game

- Focus on the team member's actions/behavior, rather than their personality. Share feedback from your perspective, don't fixate on who said what

Feedback Monsters

Angry: The person who lets their emotions get in the way of a productive conversation; the coaching recipient is triggered and unable to appropriately receive or apply the coaching that is shared

Biased: The person who gives coaching from the perspective that any challenges they experience are due to external forces, but any issues someone else faces are due to that person's own flaws.

Insincere: The person who provides coaching in such a way that the words being spoken do not align with the emotions, body language, or facial expressions being shown.

HALT

Assess your HALT Risk* before a conversation is derailed:

- **Hungry:** When you're hungry you're likely more irritable and more easily distracted. Healthy eating habits can help control mood swings, emotional reactions, and lethargy
- **Angry:** Anger can derail a conversation quickly; knowing your triggers, typical responses to anger, and when to postpone a conversation so you can calm down is important
- **Lonely:** You can feel lonely even with others around, and it can impact your well-being; if you're lonely look for meaningful projects, activities, or groups to get involved with
- **Tired:** Tiredness can impair decision-making, health, memory, and patience; if you're tired heading into an ENGAGE conversation it may be better to reschedule

ENGAGE Conversation Guide: Supervisor

ENGAGE 2.0

WHAT is an ENGAGE conversation?

- A **future-forward conversation** between a supervisor and a team member about **performance, achievements, challenges, development opportunities, and where support is needed**
- Occurs **monthly** at a minimum

WHAT do I need to do for an ENGAGE conversation as a supervisor?

ENGAGE conversations will **vary from team member to team member** – and across each conversation. Some ENGAGE conversations may focus on the team member's **performance on recent work objectives**, while others may focus on the team member's **development**. The ENGAGE conversation is the place for the team member to learn how you, the supervisor, **view their performance through candid coaching**. Through ENGAGE conversations you will help team members understand how to do their best work in the near future.

WHY conduct ENGAGE conversations?

- ENGAGE conversations are the **best way** to help a team member work on the **right things**, **identify strengths,** and **course correct** as needed
- **Frequency is key** – team members do their **best work when priorities are specific**. To set specific priorities, team members and supervisors need to talk often

Your Role as a Supervisor

LEADING up to an ENGAGE conversation...

- ☐ Schedule ENGAGE conversation(s)
- ☐ Prepare for the ENGAGE conversation by reviewing the recommended discussion topics and questions included below

DURING an ENGAGE conversation...

- ☐ Bring both strengths based and constructive discussion points
- ☐ Remember that we learn best when building on what we already do well

FOLLOWING an ENGAGE conversation...

- ☐ Provide ongoing coaching to the team member as needed

HOW do ENGAGE conversations work?

- **Driven by both the team member and the supervisor** – both parties bring discussion points to the conversation
- Supervisors use their first ENGAGE conversation to **agree on the approach** (timing, topics, duration), discuss team member strengths and developmental objectives, and share any expectations for future ENGAGE conversations

In each ENGAGE conversation, be prepared to discuss the following:

- Strengths you have seen the team member demonstrate since the last ENGAGE conversation
- Development opportunities you have identified since the last ENGAGE conversation
- The team member's most important outcomes / results since the last ENGAGE conversation
- Things the team member can be doing to learn and grow in the upcoming months
- Resources or support you would like to provide to the team member

Effective ENGAGE Conversations:

- Makes professional development central to how we work everyday
- Help supervisors and team members agree on clear performance expectations

For more information:

- Check out the ENGAGE 2.0 Website
- Ask a Change Champion!
- Email: ENGAGE@oa.mo.gov
- Call our Talent Management Help Desk at 573-526-4500