

Feedback Placemat: Team Members

Before you ENGAGE, consider this...



Conversation Starters

Your First ENGAGE Conversation:

- Share your development objectives – come with recommendations for how you can achieve your personal and professional development objectives in your current role or on a special project or initiative
- Share your working style and reflect on the type of work you love to do
- Ask what success looks like for your supervisor and how they measure success
- Ask what your leadership wants or needs you to accomplish in your role

Status of Work:

- What are your work priorities for the upcoming month? How could those priorities be used to advance your development goals?
- What are your successes and lessons learned since your last ENGAGE conversation? How do you plan to apply them in the future?

Roadblocks:

- What are the roadblocks that may keep you from meeting expectations or reaching your development goals?
- How do you think your supervisor can mitigate those issues? How can they help to clear the path?

Development:

- How do you want people to describe what it's like to work with you?
- Are there other roles in the organization you are interested in, or interested in learning more about?
- What are your 2-3 year career interests or goals?
- From your perspective, what indicators or outcomes will signal improvement in your development areas?

Feedback

When You Give or Receive Positive Feedback:

- Feedback should be both positive and constructive. Positive feedback is used to recognize and reinforce desired behavior and highlight strengths
- When positive feedback seems vague, ask probing questions to understand the specific things you are doing well so you can continue to build on those areas in the future
- Research has shown that learning is less about adding something that isn't already there, but 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 You Receive Constructive Feedback:

- Constructive feedback is used to address areas in need of improvement
- If you receive feedback that takes you by surprise, do not dismiss it without considering its merits
- Acknowledge the value of the feedback - its purpose is to help you reach your potential
- Consider – and ask – what you can do more of, less of, or differently next time around
- Listen to and take time to digest feedback. Ask questions and request specific examples to help you understand it
- Ask for clarification if the feedback isn't clear to you
- Don't fixate on the source

Your Role in ENGAGE Conversations

Leading Up to the Conversation:

- Determine the appropriate times / duration with your supervisor
- Schedule conversations

During the Conversation:

- Drive the discussion
- Recap any action items coming out of the discussion
- Establish next ENGAGE conversation date

Following the Conversation:

- Capture key takeaways to keep track of what was discussed
- Approach supervisor for guidance as needed (i.e., you don't have to wait for your next ENGAGE conversation!)

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

*Source: Mindtools, 'What Are the HALT Risk States', <https://www.mindtools.com/pages/article/HLT-risk-states.htm>

WHAT is an ENGAGE conversation?

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

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

HOW do ENGAGE conversations work?

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

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

ENGAGE conversations will vary; some may focus on **performance on recent work objectives**, while others may focus on progress against **development goals**. The ENGAGE conversation is the place for you, as the team member, to **understand how your supervisor views your performance and development** and to receive **guidance on how to do your best work** in the future.

Your Role as a Team Member

LEADING up to an ENGAGE conversation...



- Prepare for the ENGAGE conversation by reviewing the recommended discussion topics below

DURING an ENGAGE conversation...



- Bring specific questions to help clarify your role or work
- Recap any action items coming out of the discussion

FOLLOWING an ENGAGE conversation...



- Capture key takeaways to keep track of what was discussed
- Ask supervisor for guidance as needed (you don't have to wait for your next ENGAGE Conversation!)

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

- Strengths you have demonstrated since the last ENGAGE conversation
- Development opportunities you have identified since the last ENGAGE conversation
- The most important outcomes / results since the last ENGAGE conversation
- Things you are doing to learn and grow in the upcoming months
- Any support you need from your supervisor

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