**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

#### Asses 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

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 10 out of 12 months 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.

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

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!)

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