PerformancePoint

Collaborative Conversations

Leader's Guide

NOTICE TO USERS:
F&H Solutions Group Proprietary Materials

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Engagement Conversation Objectives

▶ Share the results of the survey

▶ Allow associates a chance to ask questions

▶ Clarify the survey results

▶ Gain employee input and ownership in creating solutions

▶ Promote a collaborative work environment

▶ Develop trusting relationships

▶ Improve the workplace

▶ Build an inclusive work culture

Benefits

This conversation is a crucial moment for you, your organization and your team. Your employees have given you a gift—the gift of feedback. At this very moment they are questioning what will happen next…

- "Will leadership care about what we said?"

- "Are they interested in making changes?"

- "What is really going to change?"

- "Will there be any repercussions because we filled out the survey?'

If this conversation is handled well you will have gained more momentum in a short time then you could have with a complex and involved intervention. This is a chance to promote trust and collaboration to create the best work environment possible.

Dialogue is a powerful tool. Remember, if done well, it is a two-way street. Your employees should be very involved in the conversation. The most important skills to use will be:

- Asking questions
- Listening
- Tempering your own opinions and agenda
- Managing your own concerns and fears
- Being in the moment
- Being authentic

Engagement Conversation Agenda

1. **Thank everyone for participating.** Let them know that their participation and candor is very valuable.
2. **Explain the purpose of the meeting.**
3. **Create ground rules to create a safe environment.**
4. Review the data
5. Ask for clarification regarding the feedback.
6. Explore the reasons "why" these challenges and successes are happening.
7. Brainstorm alternative solutions.
8. Explore a specific idea and course of action.
9. Create a plan.
10. Execute the plan.
11. Communicate and celebrate progress.

Sharing the Data

	Strengths	Improvement Areas
Items:		
Comments:		
Clarifications:		

Responding to Feedback

- ➢ When we ask others for feedback it increases their expectation that we will make positive changes

- ➢ If you choose not to implement any changes based on the feedback, you will cause negative perceptions

- ➢ We tend to either accept feedback completely or denounce it completely, when in truth we should create a balance

- ➢ You will not change anything if you do not believe in it

- ➢ Perception is reality. Others will see things differently than we do

- ➢ To truly accept the feedback you must analyze the data. Think, think, think!

- ➢ We tend to focus on the negative; leverage the positive

- ➢ If you look hard enough you will usually find themes or patterns

- ➢ Remember the Halo. Certain events can influence the ratings overall

- ➢ Involve others. Share with others. Get help from others. It helps create success

- ➢ Be curious and open minded

Using Questions

| Type	Focus	Example
Situation	Facts, Basics	1. What aspects of the feedback rings true? Have you observed? 2. What parts of the feedback do not reflect your experience?
Cause	Reasons	1. What do you think is causing…? 2. Why do you think (blank) is happening?
Opportunity	Possibilities, Shift	1. What if this was no longer an issue? What would be different? 2. What if we were to fix this? What might a solution look like? 3. What if we were able to go back in time? How should we have tackled that problem?
Next Steps	Actions	1. What should be our next steps?
Support	Involvement	1. How can I best move this forward? 2. How can you be a part of the solution to this challenge?

Documenting the Process

If you notice, there are only spaces for five issues. We suggest that you try to limit yourself to three. This is to ensure that you do not get distracted from your core business and you are able to pursue these challenges in a productive manner.

We would also encourage you to make at least one of the issues relate to a strength and leveraging it. How can you take something you are already good at and get even better?

ISSUE	ACTIONS	OWNER	DATES	SUCCESS

TIPS

- Use the SMART goal setting process
  - Specific
  - Measurable
  - Action Oriented
  - Realistic
  - Time Bound

- Try not to ask leading questions. Also temper your own agenda. The more you ask of others the more they will bring. They will help if they are asked to rise to the occasion.

- Make sure to work on and spend time on issues that are in your control. Talk about issues that exist in your department, division, or group. If we take this approach we are able to help shift our work environment. Spending time on things that are out of our control typically reduces morale and productivity.

In Control

Influence

Out of Your
Control
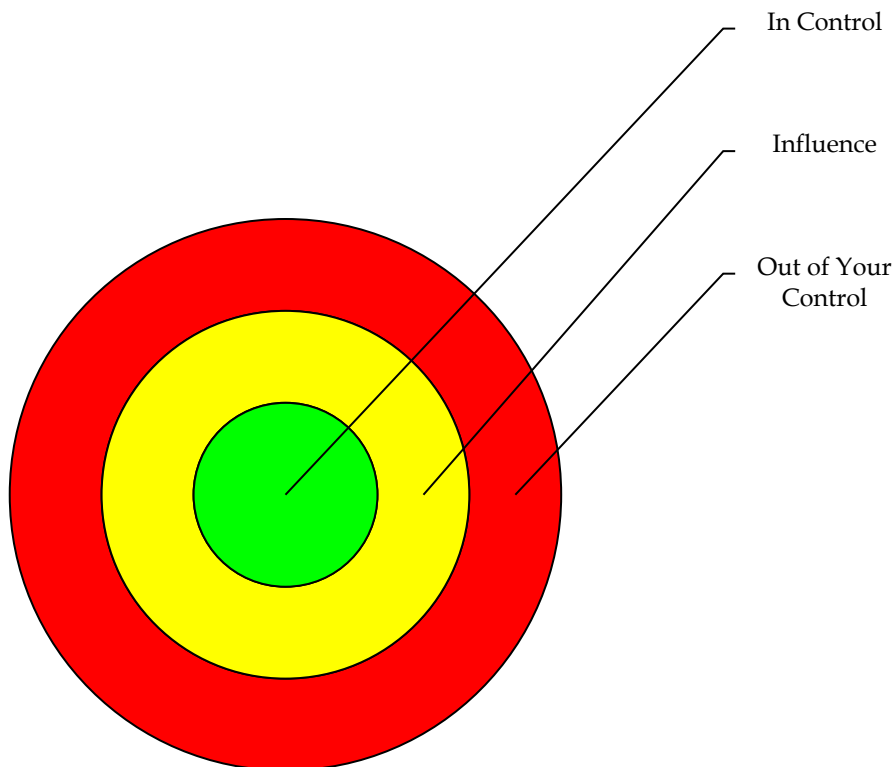
Celebrating Successes

Remember to acknowledge efforts in moving forward and successes along the way. In today's busy world we typically acknowledge what goes wrong rather than what goes right.

People want to be a part of success and winning. Progress is success and we have a responsibility to shed light on that progress both publicly and privately. Here are some ways in which you can celebrate successes:

- Send notes to people
- Send out a public email
- Have the President or CEO congratulate a group for great work
- Buy lunch or pizza for the group
- Have a party
- Have a make your own sundae break

Tips for Identifying Success:

1. Identify your milestones.

2. Determine lead indicators.

3. Determine lag indicators.

4. Ask everyone involved what success looks like along the way.

5. Measure your efforts along the way!

Communicating Results

Communicate, communicate, and communicate!!!

We can not stress this enough. People erase emails before reading them and yes, sometimes by accident. They miss conference calls. They are distracted by deadlines and personal issues during conversations. They miss the details. That does not mean that people's intentions are bad. They are trying and like all of us have much too much on their plate.

It is our responsibility to cut through all of those distractions and we can accomplish this in this manner:

Communicate *uniquely*, the *WIIFM*, more *frequently* and in *multiple* ways than you believe necessary!

- Uniquely
    - o Try using a banner
    - o Make the communication an event
    - o Create a contest where people can win if they identify certain things in the message
    - o Create a worksheet that they can fill in along the way

- WIIFM (What's In It For Me)
    - o Make sure the headline in an email or memo is attention getting
    - o Illustrate how this progress helps them, the organization, the team

- Frequently
    - o Repetition is not always a bad thing
    - o Remember…Out of sight, out of mind
    - o Quick updates are much better than long messages, reports or meetings so be concise

- Multiple
    - o Try different methods for communicating
    - o Email, voicemail, live in-person, video conferencing
    - o You can send the same messages in different manners
    - o You can follow up a live meeting with a written summary

Good luck. Enjoy the Journey. Remember dialogue leads to trust and trust leads to common ground and common ground leads to achievement.