

Conversations That Matter:

▶ *Harnessing Energy + Engagement in Today's Workforce*

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welcome

Learning Objectives

- ▶ Consider how engagement and generational differences effect conversations
- ▶ Explore the employee experience and workplace conversations
- ▶ Learn about approaches and questions that are most effective
- ▶ Determine next steps to enhance your conversations



Opening

- ▶ Think about a great conversation you recently had with a direct report or a peer
- ▶ With a partner, share down some of the attributes or things they said that made it a great conversation.



Conversation Purpose

- ✓ To increase productivity, engagement and retain employees
- ✓ To understand employee professional interests and strengths
- ✓ To maximize employee's skills, knowledge and abilities



Workforce Challenges

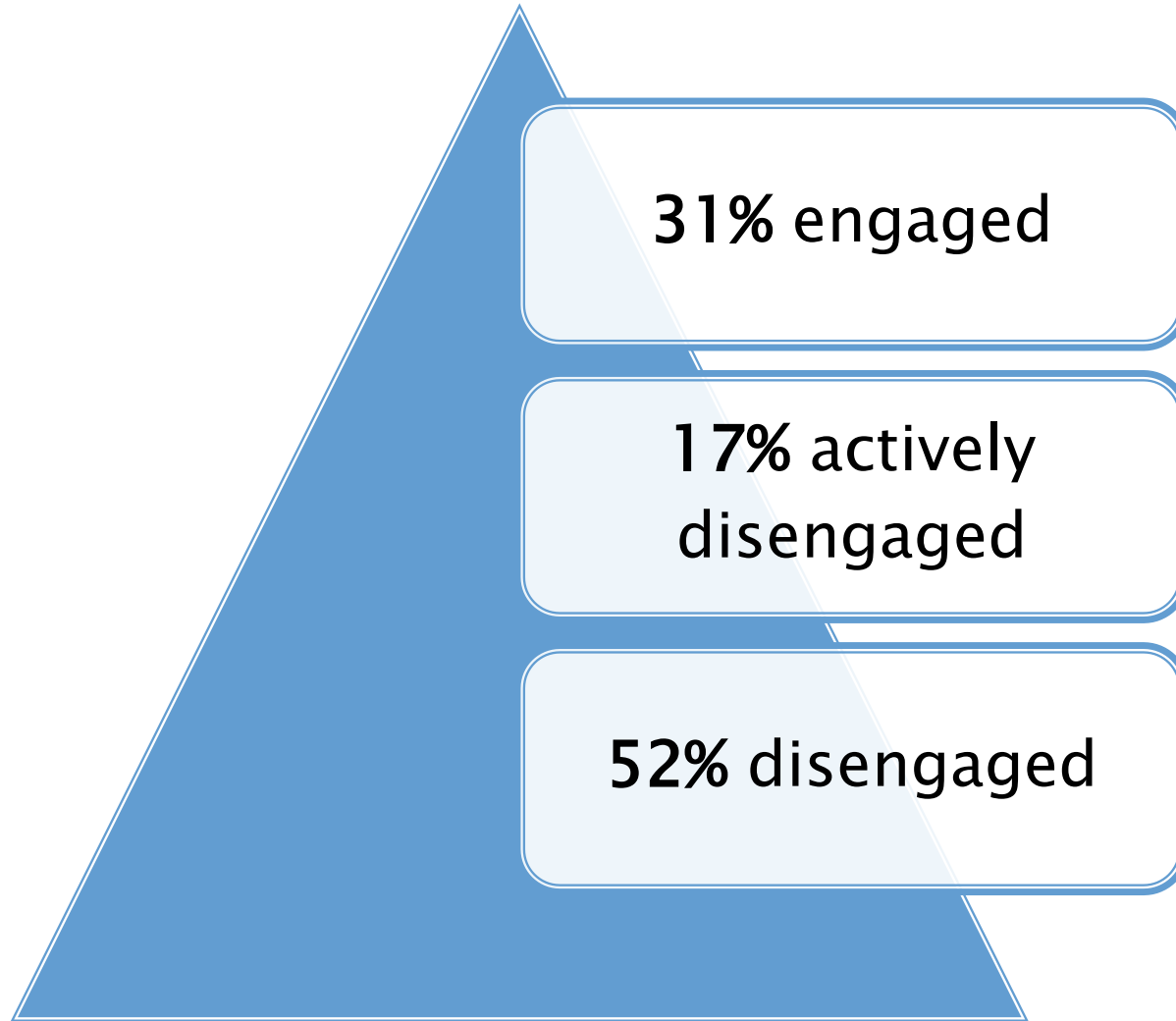
- ▶ Shifting Workforce
- ▶ Competitive Labor Market
- ▶ Changing Community Needs
- ▶ Limited Resources
- ▶ Public Scrutiny



»» Retention

Engagement Factors

Employee Engagement



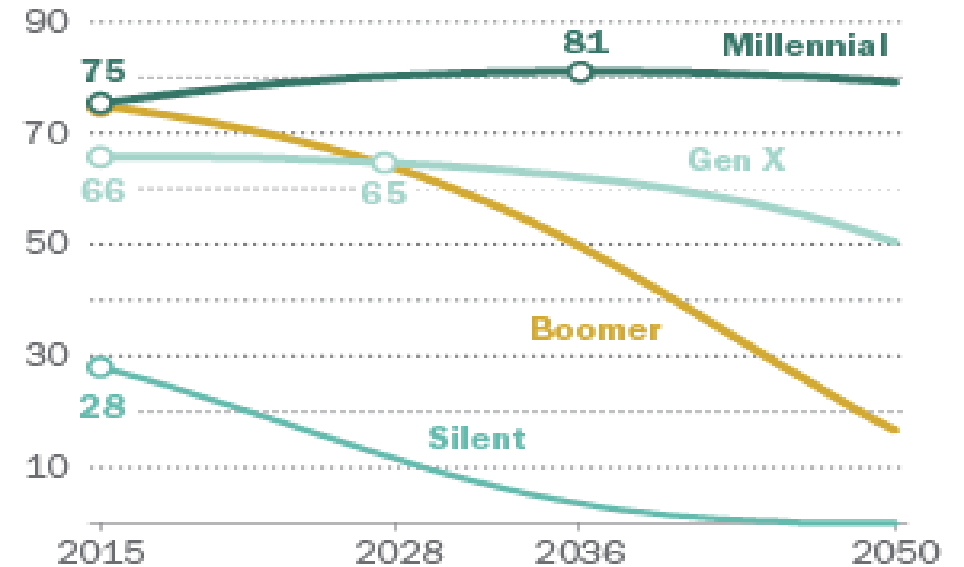
Source: Gallup



- ▶ 71% least engaged & looking elsewhere (Gallup)
- ▶ \$20,000 on average to replace a departed millennial (Chicago Tribune)

Projected population by generation

In millions



Note: Millennials refers to the population ages 18 to 34 as of 2015.

Source: Pew Research Center tabulations of U.S. Census Bureau population projections released December 2014 and 2015 population estimates

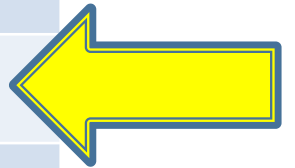
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Impact

Excellence	High Engagement	Low Engagement
Customer/Quality	Commitment Loyalty	Lower quality/ satisfaction/reputation
Job Satisfaction	Goes the extra mile Contributes to mission	Detached Low Morale
Performance	Increased productivity Increased collaboration	Absenteeism Lost profitability
Health + Wellbeing	Enjoys job + people	Burnout/Stress Illness/injuries
Retention	Employer of choice Wants to stay	Turnover Recruitment costs
RESULTS:	Innovation Better Outcomes Profitability	\$450–550 billion US annual losses (Gallup)

Changing Expectations

Past	Future
My Paycheck	My Purpose
My Satisfaction	My Development
My Boss	My Coach
My Annual Review	My Ongoing Conversations
My Weaknesses	My Strengths
My Job	My Life

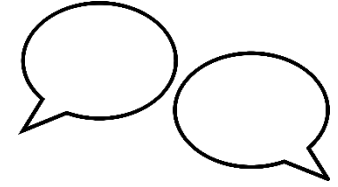


»» Conversation Approach

Conversations

Creating a Meaningful Experience

Conversation Tips



- ✓ Don't multitask
- ✓ Don't pontificate
- ✓ Ask open-ended questions
- ✓ Go with the flow
- ✓ Say when you don't know
- ✓ Don't equate your experience with the other person's experience
- ✓ Try not to repeat yourself
- ✓ Stay out of the weeds
- ✓ **Listen!**
- ✓ Be brief



ACTIVITY

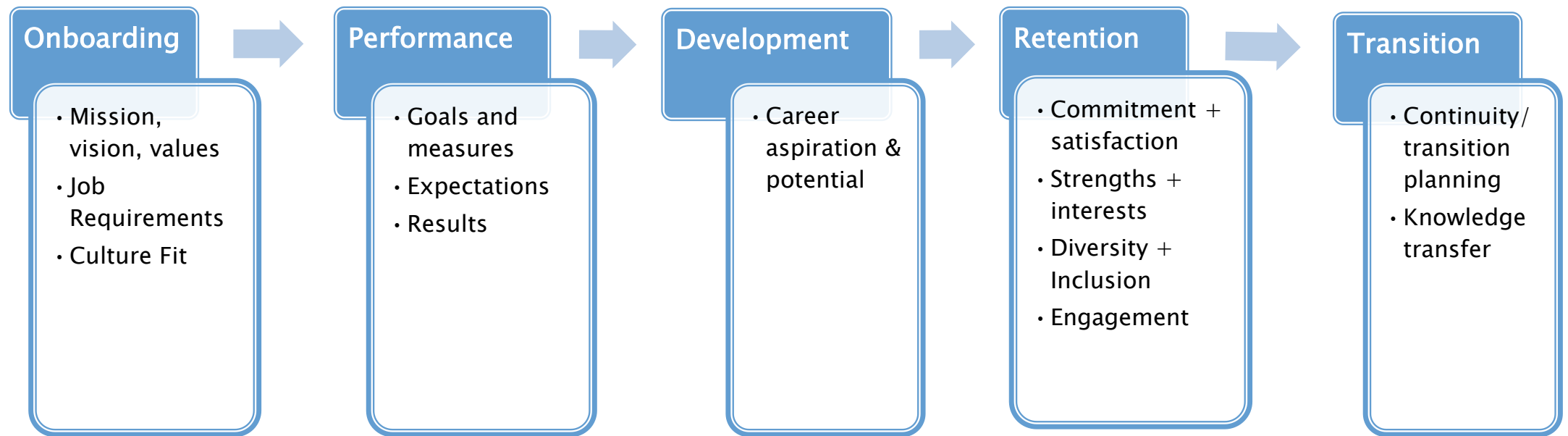
In Pairs:

- ▶ **What has helped you have a productive conversation?**
- ▶ **Where do you get stuck in your conversations?**

The Employee Experience

Conversations That Matter

Conversation Continuum





ACTIVITY

At your table:

- ▶ **How do you know that your employees are having a good experience within your organization?**

»» Conversation Tools

▶ Stay Interview Conversation

- ▶ **Purpose:** To discover what motivates employees and why they stay with the organization
- ▶ **Benefits:**
 - Builds trust and deepens relationships
 - Shows employee you care about them

▶ Performance Conversation

▶ **Purpose:** To assess performance

▶ **Benefits:**

- Provides opportunity to recognize achievements
- Supports individual development and org results

▶ Career Development Conversation

▶ **Purpose:** To assess performance and potential

▶ **Benefits:**

- Gives employee an opportunity to express interests
 - Supports growth and development
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▶ **Strengths Conversation**

▶ **Purpose:** To enhance engagement and productivity

▶ **Benefits:**

- Provides development of strengths and enhances growth potential
- Creates positive energy

- ▶ **Employee Engagement Conversation**
- ▶ **Purpose:** To promote an environment where people are motivated to perform
- ▶ **Benefits:**
 - Supports high performance levels
 - Creates high enthusiasm for work

▶ Knowledge Transfer Conversation

- ▶ **Purpose:** To seamless transfer key knowledge
- ▶ **Benefits:**
 - Fosters business continuity
 - Facilitates learning and growth

▶ **Exit Interview Conversation**

▶ **Purpose:** To gather information about the employee's experience

▶ **Benefits:**

- Provides for honest feedback to inform improvements
- Promotes positive relationships; shows appreciation



ACTIVITY

Individually:

- ▶ Pick a conversation – review and circle questions you like; share with partner

In Pairs:

- ▶ Review your questions.
- ▶ **Discuss how the questions selected could contribute to a great conversation?**

»» Next Steps

Questions/Comments?

