



# ENGAGEMENT CONVERSATIONS

THREE INDIVIDUAL CONVERSATIONS THAT MATTER

**FOR TEAM MEMBER**

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**TALENTS AND STRENGTHS** (TOP FIVE CLIFTON STRENGTHSFINDER THEMES)

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## THREE INDIVIDUAL CONVERSATIONS THAT MATTER

To be an effective, high-performance manager, you have to connect with your employees. The depth and authenticity of your connections determine your ability to create high levels of engagement and sustained business success over time.

This guide is designed to help you increase the productivity of the employees you lead. This process involves analyzing and understanding each individual employee's strengths, limitations, style, needs, and aspirations through ongoing conversations with him or her.

Every manager needs to have three types of conversations regularly with his or her team members:

- **Understand and Appreciate Strengths** is important to appreciating each team member's unique talents and strengths and the valuable contribution he or she brings to the team. Your job as the manager is to identify the right talent for the role, task, or project, and then focus, nurture, and develop that talent.
- **Build Engagement and Collaboration** is vital to creating engaged employees who are involved in, enthusiastic about, and committed to their work and who contribute to their organization in a positive manner. Your job as the manager is to define the right outcomes, communicate expectations, and identify what excites, motivates, and engages each team member.
- **Drive Performance** is critical to helping each team member use his or her talents and strengths to learn, grow, and improve his or her performance.

Your goal is to listen and reflect on what you hear as you have these conversations with your employees. Space is provided for you to record important thoughts and observations.

Use the Strengths Profile tool to record your discoveries and start to individualize your approach to guide each person to optimum performance.

Use these conversations to gain insights into your employees' talents and set up each person for success. Use the Individualize Your Approach tool at the end of each conversation to identify actions you can take to engage and support your employees.

As you prepare for each conversation, think about what you already know about the person. What have you observed regarding this employee's strengths, challenges, performance, and contributions? Consider your own mindset as you enter into the conversation. You should approach each conversation with a sense of curiosity, seeking understanding.





## INDIVIDUAL CONVERSATION: **UNDERSTAND AND APPRECIATE STRENGTHS**

*The purpose of this individual conversation is to appreciate each team member's unique talents and strengths and the valuable contribution he or she brings to the team.*

This individual conversation will help you and your employee discuss, appreciate, and apply his or her talents and strengths to the work he or she does every day.

### **INTRODUCTION**

I have some specific questions to ask you so that I can be more effective in supporting you and helping you achieve your goals. These questions will help me learn more about your strengths so that we can look for more ways to use them in your role every day. Do you have any questions before we get started?

## INDIVIDUAL CONVERSATION: UNDERSTAND AND APPRECIATE STRENGTHS

QUESTIONS TO ASK	MANAGER REFLECTIONS
<p>1 What are your strengths?  Of all the things you do well, what two do you do best?</p>	<p>Do this employee's answers match your observations of his or her strengths?</p>
<p>2 What are the positive words people who know you well use to describe you?</p>	<p>Listen for opportunities to reinforce this person's talents and strengths.</p>
<p>3 What do you enjoy most about your current role?</p>	<p>What can you do to set this employee up to have a great day at work every day?</p>
<p>4 Tell me about the best day you have ever had at work. What made it a great day?  What did you accomplish?</p>	<p>How can you position this person to have more days like this?</p>
<p>5 What do you believe is your unique contribution to the team?  Which of your strengths do you believe adds the most value to the team?</p>	<p>Listen for opportunities to reinforce this person's talents and strengths. Help him or her appreciate the value he or she brings to the team.</p>

**REVIEW THE CLIFTON STRENGTHSFINDER® RESULTS**

QUESTIONS TO ASK	MANAGER REFLECTIONS
<p><b>6</b> What are your top five Signature Themes as identified by the Clifton StrengthsFinder?</p> <p>Which themes resonate with you the most?</p>	<p>Have you seen this employee demonstrate these talents and strengths in his or her current role?</p> <p>How can you keep this team member’s Signature Themes at the forefront of his or her mind?</p>
<p><b>7</b> After reading the Clifton StrengthsFinder results, what new insights do you have about yourself?</p>	<p>How clear is this employee about his or her strengths?</p>
<p><b>8</b> How can I help you use your strengths more in your role? Are there activities or other parts of your role that you want to do more frequently?</p>	<p>Is this person best positioned to do what he or she does best? If not, how can you help this person find more ways to intentionally use his or her talents and strengths in the role?</p>
<p><b>9</b> Based on your Signature Themes, what should I know about working with you?</p>	<p>What new information did you discover about this person?</p>
<p><b>10</b> How do your talents in your top five themes add value to the team?</p> <p>How do they help you succeed in the tasks you are assigned to accomplish?</p> <p>How do they help you foster partnerships that are important to your success?</p>	<p>Listen for opportunities to reinforce this person’s strengths. Help him or her appreciate the value he or she brings to the team.</p>

## INDIVIDUALIZE YOUR APPROACH

How can you use the information and insights gleaned from this conversation to develop an individualized approach for managing this person? Use the space below to record your insights and identify specific actions you can take to engage and support this team member.

NOTES AND OBSERVATIONS

INSIGHTS	ACTION IDEAS



## INDIVIDUAL CONVERSATION: **BUILD ENGAGEMENT AND COLLABORATION**

*The purpose of this individual conversation is to build engagement.*

Building engagement creates engaged employees who are involved in, enthusiastic about, and committed to their work and who contribute to their organization in a positive manner.

This individual conversation will help you and your employee discuss and clarify expectations and identify what excites, motivates, and engages him or her.

### **INTRODUCTION**

I have some specific questions to ask you so that I can be more effective in supporting you and helping you achieve your goals. These questions will help me learn more about you, your role, what motivates you, and how I can best support you. Do you have any questions before we get started?

## INDIVIDUAL CONVERSATION: BUILD ENGAGEMENT AND COLLABORATION

QUESTIONS TO ASK	MANAGER REFLECTIONS
<p><b>1</b> What do you believe you are paid to do?</p> <p>To help you know if you are hitting your targets, how do you measure what you are paid to do?</p>	<p>How does this employee’s understanding of what he or she is paid to do compare with what you think?</p> <p>Does this person take ownership for what is expected of him or her at work?</p>
<p><b>2</b> Are there things that distract you from or get in the way of meeting the responsibilities of your role?</p>	<p>Are there obvious issues that seem to get in the way of this person doing his or her work better?</p>
<p><b>3</b> Are there times when you feel conflicted about priorities?</p>	<p>When and how do you need to provide clear communication about priorities and expectations?</p>
<p><b>4</b> What do you think I expect of you this year?</p> <p>How can we determine whether you are meeting these expectations?</p>	<p>Does this employee accurately understand what you expect of him or her? How do you know?</p>
<p><b>5</b> How can I help you be successful?</p> <p>What do you expect of me as your manager?</p>	<p>Are this person’s expectations of you clear and realistic? How can you help him or her measure the outcomes of these expectations?</p>

**BUILD ENGAGEMENT AND COLLABORATION (CONTINUED)**

QUESTIONS TO ASK	MANAGER REFLECTIONS
<p><b>6</b> What parts or activities of your current role energize you?</p> <p>How much of your time at work do you spend doing things you really enjoy?</p>	<p>How close of a fit is this person for this role?</p> <p>What adjustments can you make that would better motivate and develop this employee?</p>
<p><b>7</b> When do you feel your job is important?</p> <p>What do you do that adds value to our team or customers?</p>	<p>Does this employee know his or her value to the team, organization, and customers?</p> <p>What can you do to make it easy for this employee to maximize his or her individual contributions?</p>
<p><b>8</b> How do the relationships you have at work help you do your job better?</p>	<p>Does this person feel he or she has strong partnerships that help him or her be successful? How can you help this person build effective, interdependent partnerships?</p>
<p><b>9</b> Tell me about the best recognition you have ever received. Why was it the best?</p>	<p>What types of recognition would be meaningful for this employee? Do you consider the timing of recognition and how (e.g., public vs. private) this employee prefers to be recognized?</p>
<p><b>10</b> When you achieve your goals, how do you like to be recognized?</p>	<p>How could you personalize the relationship by recognizing this employee for what he or she does in ways he or she wants to be recognized?</p>

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NOTES AND OBSERVATIONS

INSIGHTS	ACTION IDEAS



## INDIVIDUAL CONVERSATION: **DRIVE PERFORMANCE**

*The purpose of this individual conversation is to drive individual performance.*

Your job as the manager is to help each team member use his or her talents and strengths to learn, grow, and improve his or her performance.

This individual conversation will help you and your employee discuss and identify ways to improve performance through a better understanding of the employee's strengths, limitations, needs, and aspirations.

### **INTRODUCTION**

I have some specific questions to ask you so that I can be more effective in supporting you and understanding how I can help you learn, grow, and improve performance. These questions will help me understand what you are focused on, your performance goals, and how I can best support you. Do you have any questions before we get started?

## INDIVIDUAL CONVERSATION: DRIVE PERFORMANCE

QUESTIONS TO ASK	MANAGER REFLECTIONS
<p><b>1</b> What do you want to accomplish in the next month?</p> <p>What do you want to accomplish in the next six months?</p>	<p>How clear is this employee about what he or she wants to accomplish in the next month/six months? How realistic are these goals?</p>
<p><b>2</b> Which of your talents or strengths boosts (or contributes to) your performance?</p>	<p>Does this person see how his or her talents and strengths contribute to his or her success or the team's success?</p>
<p><b>3</b> What is the greatest challenge you are facing at work?</p>	<p>What does this person need from you and others on the team to address this challenge?</p>
<p><b>4</b> Which of your talents or strengths could you use to help you address this challenge?</p> <p>Is there someone on the team you could partner with to help you address this challenge?</p>	<p>How can you help this person find more opportunities to practice using his or her strengths?</p> <p>How can you make it easier for this employee to connect better with others and expand his or her area of influence and opportunity?</p>
<p><b>5</b> What is the best way for you to measure your progress? How can we track your development?</p>	<p>How do/could you define this person's progress through clear numbers and measurement?</p>

**DRIVE PERFORMANCE (CONTINUED)**

QUESTIONS TO ASK	MANAGER REFLECTIONS
<p><b>6</b> How do you feel about your current workload, job position, and work environment?</p> <p>What would you like to improve on over the next six months?</p>	<p>Does this employee have the direction and support he or she needs to be successful?</p> <p>Does this employee excel in critical areas where you need him or her to make a difference?</p>
<p><b>7</b> What are you looking forward to in your job this year?</p> <p>What challenging experiences are you giving yourself this year?</p>	<p>How can you encourage this person to learn and grow in his or her role?</p> <p>Do you do enough to encourage this person to take on new challenges and performance goals? What are you doing to foster a safe environment for this to occur?</p>
<p><b>8</b> Which of your talents or strengths do you want to develop that could help you in your current role?</p>	<p>How can you help this person find more opportunities to practice using his or her talents and strengths?</p>
<p><b>9</b> Are there opportunities you would like to pursue to help you learn and grow?</p>	<p>Are there other opportunities/experiences available to this person to learn and grow?</p>
<p><b>10</b> Do you feel the two of us get an opportunity to talk enough?</p> <p>How often should we get together to talk about your progress?</p>	<p>What does this person need from you?</p> <p>Can you meet with this employee as often as he or she wants? If not, how will you work with this employee to determine a realistic schedule?</p>

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NOTES AND OBSERVATIONS

INSIGHTS	ACTION IDEAS

NOTES

A large, empty rectangular area with rounded corners, intended for taking notes during an engagement conversation.

NOTES

A large, empty rectangular area with rounded corners, intended for taking notes during an engagement conversation. The area is currently blank.



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