



One-on-One Engagement Conversations Guide

Instructions for Using This Guide: Use the questions in this guide during your one-on-one conversations with employees to promote a meaningful discussion about each of the 12 elements of engagement. Ask a few questions at a time. The goal is to keep the conversation going about what matters most to each employee and to take action based on what you both learn.

Q01. I know what is expected of me at work.

- What are you currently focusing on? How is that going?
- Are there times when you don't know what your top priority should be?

Focus on what your team member is currently working on, what is going well with those projects and what is getting in the way of success.

Q02. I have the materials and equipment I need to do my work right.

- What do you need to do your work better?
- Are there things that get in the way of meeting the responsibilities of your role?

Focus on what your team member is currently working on and what is getting in the way of success. Are there obvious issues that seem to get in the way of employee's success?

Q03. At work, I have the opportunity to do what I do best every day.

- What aspects of your work do you think you do really well?
- What are things that you do well that you wish you could do more often each day?

Listen for the activities that motivate this person, and consider if there are opportunities to do more of these activities.

Q04. In the last seven days, I have received recognition or praise for doing good work.

- What are you focusing on? What is going well with that?
- What are you proud of that you've been working on?

Listen for opportunities to praise and celebrate this team member's successes. Let your team member know that you recognize and value their contributions.

Q05. My supervisor, or someone at work, seems to care about me as a person.

- How is your current project going? What can I do to support you and your work?
- How do you like to be supported in your work?

Listen for one or two specific ways you can support this person.

Q06. There is someone at work who encourages my development.

- How do you feel about what you are working on? What do you enjoy most about your work?
- Are there things that you would like to try in your role?

Listen to hear if opportunities exist to give your team member additional developmental responsibilities.

Q07. At work, my opinions seem to count.

- Are there areas in your work where you are ineffective? How could we make improvements in these areas?
- Do you feel comfortable giving your opinions at work? What can we do to help you voice your opinions and ideas?

Thank this employee for their ideas and suggestions. Listen for any unresolved issues and decide how best to address them. Look for opportunities to encourage your team member to voice their ideas, concerns and opinions.

Q08. The mission or purpose of my company makes me feel my job is important.

- When do you feel your job is important?
- Have customers ever told you that you have helped them or made a difference?

Listen for evidence that your employee knows their value to the team, organization and customers. Think about what you can do to make it easy for your team member to maximize their contributions.

Q09. My associates or fellow employees are committed to doing quality work.

- When do you feel the most pride in your work?
- What gets in our way of doing quality work every day?

Regularly communicate the importance of taking pride in one's work. Intervene when poor work compromises the team's quality.

Q10. I have a best friend at work.

- When did you have the most fun at work during the past few months? How can we make sure that we have more moments like these?
- Can you think of a time when you depended on someone else from our team for success?

Listen for evidence that this employee feels as though they have strong partnerships that help them be successful. Consider how you can help your team member build more effective, interdependent partnerships.

Q11. In the last six months, someone at work has talked to me about my progress.

- How do you feel about what you are working on? What are you proud of that you've been working on?
- Do you think that the two of us get an opportunity to talk enough? How often should we get together to talk about your progress?

Listen for opportunities to reinforce this team member's talents and strengths. Help this employee appreciate the value each person brings to the team.

Q12. This last year, I have had opportunities at work to learn and grow.

- What are you looking forward to in your job this year?
- Are there opportunities you want to pursue to help you learn and grow?

Focus on what your team member is currently working on, what is going well with those projects and what is getting in the way of success.