

State of the Team Conversation Outline

The purpose of this team conversation is to assess the team's current state of engagement. Listen to your team members, learn about the factors influencing their engagement, and lead them to take the actions necessary to realize their performance goals.

As a team, answer each set of questions.

1 Identify a Team Performance Goal

Collaborate to identify the team's most important performance goal.

- What are the three to four most important performance goals we face today?
- How would you prioritize these performance goals from most to least important to our team?
- Which performance goal should we focus on as a team?

2 Analyze Gallup Q¹² Survey Results

Review your latest Gallup Q¹² survey results. Distribute your latest report, and then ask your team the following questions.

- Do any of the results surprise you?
- What areas of engagement are strong for our team? What are we doing that makes this a strong result?
- What areas of engagement are opportunities for our team? What are we not doing that makes this an opportunity?

3 Select the Engagement Item to Focus on and Actions to Take

Select the most relevant engagement item to focus on, and then brainstorm the actions and owners necessary for improvement.

- Which engagement item do you think we should focus on to help us reach our performance goal?
- What actions do we need to take to have an effect on this engagement item?
- What three to four immediate actions should we focus on first? Who can take ownership of these actions?

4 Review and Recalibrate

Evaluate progress on the team's goal, and recalibrate as necessary.

- Regularly lead a five- to 10-minute discussion about two things:
 - Did we complete the actions we said we would?
 - Did completing them make a difference?
- Recalibrate as necessary.

Item-Specific Questions to Guide Discussion

Q01. Know What's Expected

Are there times when you just don't know what your top priority should be? How can we as a team help each other communicate needs and priorities during these times?

How can we communicate better when work is hectic and we have to move quickly from one task to another?

How can we be clear in terms of our expectations of each other?

Q02. Materials and Equipment

Do you have all of the information you need to do your job right?

Are there things that distract you from being positive, productive or accurate in the work you do?

What are the essentials? What materials and equipment are essential to do your job well?

Do we have enough people to get the job done right? How can we work together when our resources are limited?

Q03. Do What I Do Best

What ideas do you have for how we can incorporate more about what we do best into our work?

What do you enjoy most about your work? What do you look forward to doing at work each day? Are there parts of your job you want to do more of?

Are there things that keep you or distract you from being as productive as you expect to be?

Are there parts of your role you find difficult? What recommendations do you have to make it easier for you?

Q04. Recognition or Praise

Who are your biggest cheerleaders at work? Who helps you believe in your potential for success?

Think of three colleagues who help you most in your job. How have you thanked them or recognized them for their help?

As a team, how can we build an environment that encourages recognition or praise?

Q05. Someone Cares About Me

How do you let your colleagues know that you care about their contributions and their successes?

How can we as a team set each other up for success?

Do we spend enough time with our team members (one-on-one time)?

Can customers sense an uncaring environment? How does that affect the customer's visit/purchase decision?

Q06. Encourages My Development

Do you believe you are being challenged at work? What challenging experiences are you facing? What challenges are you being encouraged to take on?

In the past six months, have you developed any new relationships or partnerships to support you in your work?

When you are "in the trenches" getting the job done, what are some ways we as a team can help you?

Q07. Opinions Count

What suggestions do you have that could improve our team's performance? What changes would you recommend?

Have you done anything in the past six months to hear and understand the opinions of others on our team?

In the past six months, have we acted on any ideas that our team members suggested?

Do you ever suppress opinions? When and why?

Q08. Mission or Purpose

When do you feel that your job is important?

What do you do to add value for our customers?

Has an internal or external customer ever told you that you made a difference?

What can we do as a team to help build pride in where we work?

Q09. Committed to Quality

Have you seen one of our team members go beyond the call of duty at some point in the past month?

How do we as a team know when we have done good work?

In the past six months, have you spoken to another team member about how we could improve the quality of our work?

What does quality look like to customers? What are their standards for quality customer service?

What do you do that makes customers want to come back?

Q10. Best Friend at Work

Do you have one or more team members whom you consider trustworthy and dependable?

Can you name three team members who help you the most in your job and with your ability to be successful at our organization?

How do you help make our workplace positive and productive?

When did you have the most fun at work during the past six months? How can we make sure we have more of these moments?

Q11. Talk About Progress

Do you feel that you have permission to learn new ideas and apply them in your work?

How can we support and collaborate with each other to help apply new ideas?

What new relationships have you formed in the past six months? Have these new relationships helped you evaluate the progress you have made, and will they help you perform better in the future?

Q12. Learn and Grow

How can we build a team environment that places an emphasis on acquiring new knowledge?

What are the things you need to learn to do your job better?

What have been the situations in the past six months when you felt you were learning new things?