



Engagement and Motivation

NAME

DATE

Discussion Objectives:

Discuss the objectives below and note the answers and observations that result from your conversation. Use the insight gained to identify opportunities for performance improvement or professional development. Agree on follow-up activities.

A. To explore the purpose, importance, and impact of the work performed, discuss the following...

- Importance of the work to department operations
- Impact of the work on colleagues and teammates
- Importance of the work to customers. Impact on customers.
- Importance to the campus, university, and students.

Suggested Questions:

How does your work impact the success of the campus and university?

Whom does your work directly effect and how?

B. To identify opportunities to better align strengths, talents, and knowledge, discuss the following...

- Areas the employee identifies as strengths and talents
- How those strengths and talents apply to current job responsibilities
- Areas wherein the employee demonstrates strong job knowledge
- Potential skills or knowledge to target with further development

Suggested Questions:

What strengths do you think you are underutilizing?

C. To assess the understanding of responsibilities and decision making, discuss the following...

- How the success of the work product is measured (quality, quantity, timeliness, etc.)
- Decisions for which the employee is primarily responsible that impact the work product
- Barriers to performance identified by the employee

Suggested Questions:

What feedback do you use to determine the quality of your work?

What aspect of work do you wish you had more control over and why?

Do you feel you have the necessary resources and support to do your best work? If not, what is needed?

Notes, Actions, and Follow-Up Plan

Engagement and Motivation: Sample Development Activities

For more development activities see the Employee Performance Program **Resource Guide**.

A. Purpose and Impact of the Work Performed

To help an employee appreciate the importance of his/her job performance.

Assign the employee to **Job Shadow** one or more colleagues who are impacted by his/her work performance.

Follow-up: *Discuss the impact the employee's job performance on others and on department productivity.*

To enrich the understanding of how job performance contributes to team goals.

Provide the employee with a cross-functional **Team Assignment** opportunity to expose him/her to working with others who have diverse responsibilities and priorities.

Follow-up: *Discuss how the team establishes priorities and how the employee contributes insight to the project.*

To create a leadership opportunity.

Provide the employee with a **Team Assignment** in which he/she serves as team leader with specific project goals and works with individuals that have a variety of job responsibilities.

Follow-up: *Discuss how the employee communicated priorities to the team, welcomed and considered input from team members, and encouraged collaboration.*

B. Align Strengths, Talents, and Knowledge

To strengthen an area of professional competency.

Identify a **Competency Development** learning opportunity that targets an area of performance the employee identifies as a strength (or weakness).

Follow-up: *Discuss what was learned and how the knowledge can be applied to the employee's job responsibilities.*

To better align an employee's strengths with work performed.

Supplement or modify the employee's **Job Responsibilities** to provide an opportunity to focus on tasks that leverage strengths or knowledge.

Follow-up: *Discuss how the employee's strengths or knowledge were utilized in successful completion of the assignment.*

To acknowledge the value of the employee's strengths or expertise.

Arrange a **Coaching Assignment** in which the employee works with a less experienced colleague to complete work assignments and transfers successful behaviors and knowledge.

Follow-up: *Discuss what insights this assignment provided the employee with respect to his/her own performance.*

C. Responsibilities and Decision Making

To focus the employee on prioritizing effective behaviors.

Invite the employee to participate in **Setting Goals** that will be used to assess his/her job performance. Establish clear and objective measures for all areas of responsibility.

Follow-up: *Meet regularly to reinforce accountability, review progress, and provide guidance to help the employee overcome challenges.*

To provide an opportunity for an employee to expand his/her role.

Identify a **Meeting Participation** opportunity wherein the employee represents of his/her area as a subject matter expert.

Follow-up: *Discuss how the employee's subject matter expertise supported the agenda of the meeting.*

To provide greater autonomy and an opportunity to demonstrate accountability.

Assign a project to the employee's **Job Responsibilities** for which he/she is responsible for determining a plan of action that will achieve the stated goals.

Follow-up: *Review and discuss the employee's plan. Meet regularly to review progress. When completed, discuss with the employee how he/she dealt with challenges.*