

EVERYDAY AUTHENTIC CONVERSATIONS

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THE CHALLENGE OF PEOPLE THAT WE ALL FACE

Challenge from our Leaders

Help us better find and keep talent

Turnover is too high

The performance management tool doesn't work

We need to develop talent so they can become more productive and take care of our clients/customers

Challenges from our Employees

We are not engaged by our supervisor

We are leaving because we are not getting developed and see a career path

We aren't getting anything out of the performance management process

2018 ENGAGEMENT SURVEY RESULTS – TERRACON

Top three reasons People Stay:

- 1) Great People
- 2) Good Career Potential
- 3) Boss supports me in achieving professional & personal goals

Top 3 reasons Why People May Leave:

- 1) Compensation
- 2) Do not have good career potential
- 3) Lack of work-life balance

WHAT ORGANIZATIONS HAVE USED TO SUPPORT LEADERS IN DEVELOPING THEIR TALENT

- Development Plans
- Tuition Reimbursement
- Development Dollars for outside conferences
- Formal Mentor Programs
- Formal Leadership Development

SO HOW IS THAT WORKING?



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QUESTIONS EMPLOYEES HAVE OF THEIR BOSS

- Do I trust you?
- Do I believe you really care about me as a person first, employee second?
- Do I believe you can help me grow my career?

WHAT IS TERRACON DOING

- Started with the foundational aspect of authentic conversations between boss and employee

CONNECTION CONVERSATIONS



Authentic Conversations and Connections

Connection
Conversations

Safety
Check-Ins

2017 Employee Engagement Survey

	2017	2016	Δ
I receive positive feedback for doing good work	75%	73%	+2
I have a supervisor who knows and care about me	83%	81%	+2
My supervisor regularly provides me with constructive feedback to improve my job performance	71%	68%	+3

+/- 2 or more points = Statistically Significant

Career
Conversations

A Culture of Everyday
Authentic Conversations

Survey Interpretation Guidelines

Good: 70%

Very Good: 80%

Best-in-Class: 85%

FEEDBACK

“I thought this process was going to be a very ‘cheesy’ and psychologically based experience, and it was everything but. It **generated great conversation** and will **benefit our** department and the **office in the long run.**”

Quote from pilot participant

“At the beginning, I thought this connection conversation was going to be a waste of time. However, after finishing the process with my department manager, I changed my mind. I found the whole conversation to be **empowering**. The process was **easy to use, made sense, and worked for me.**”

Quote from pilot participant

CAREER CONVERSATIONS



FEEDBACK

Career Conversations

Annual



*“I felt like it was **a real discussion** about my performance and my manager’s expectations. There wasn’t any time wasted on completing a lengthy form. The cards helped provide general structure to the conversation but allowed for **flexibility** regarding the direction of the conversation.”*

—An employee following their Career Conversation

Authentic Conversations and Connections: *How*

SKILLS

Radical Candor
360 Listening
Insightful Questions
Fixed vs. Growth Mindset
Trust Framework
Skill/Will
SALSA
Immunity to Change
Listening and Asserting



A Culture of Everyday Authentic Conversations

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RECAP

- Make it comfortable for both boss/employee to bring up meaningful topics
- Develop tools that overcome the awkward “opening line” to authentic conversations
- If interested in developing your own set of Connection Conversation cards: contact Mike Engsberg at CCI: Mike.Engsberg@gmail.com 480-589-8606