



Engagement & Retention

Converge Digital Documents

3 Recommendations by Team, by Leader, for Executives

GK Engagement Action Plan

GK PI Reference Profile Handout

Engagement Action Plan For Report Name: _____

What are three things you and your team members will commit to do?

(1)

(2)

(3)

What are three engagement recommendations your team has for the executive team?

(1)

(2)

(3)

What are three things that leaders (with direct reports) will commit to do?

(1)

(2)

(3)

Commitment Action Plan

1

Turn a potential engagement challenge into a goal.

Potential Challenge:

Goal:

What does success look like?

3

Identify 3 strategies you will use.

by when?

1

2

3

5

List 5 tactics that will help with success.

by when?

1

2

3

4

5

People Focused



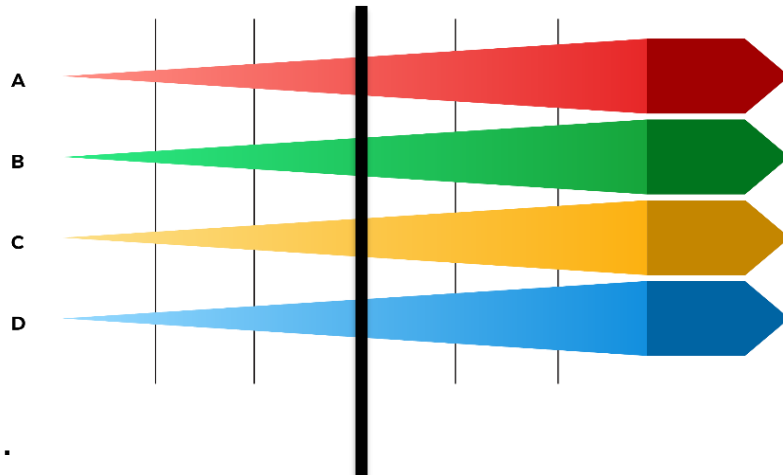
Four Behavioral Drives. A drive to behave in a particular way; each is different from the other.

A = Dominance

Drive to exert one's influence on people or events

C = Patience

Drive for consistency and stability



B = Extraversion

Drive for social interaction with others

D = Formality

Drive to conform to rules and structure

An Individual's Needs . . .

		Below Midpoint	Above Midpoint
A	Dominance	<ul style="list-style-type: none"> • Encouragement • Reassurance • Harmony • Understanding • Team recognition • Freedom from competition • Opportunities to collaborate 	<ul style="list-style-type: none"> • Independence • Control of own activities • Challenge • Understand big picture • Autonomy in problem solving • Individual recognition • Opportunities to compete
		B	Extraversion
C	Patience		
		D	Formality



Reference Profiles are a quick and easy way to communicate the characteristics of a group of people who have similar and different drives.



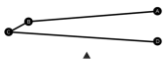
Altruist



- Needs structure and adheres to the rules
- Cooperative, collaborative, congenial
- Asks, "What can I do to help you?"
- Dislikes risks
- Positive responses to pressure
- Empathetic, extraverted, enthusiastic
- Fast, intense, efficient, precise detail and follow-up



Analyzer



- Tense, moves quickly
- Demanding of self and others
- Exacting in setting performance standards
- Intensely analytical, thorough, disciplined
- Reserved in communication
- Skeptical and calculating
- Risk-averse, wants all answers before taking action



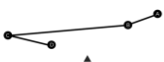
Artisan



- Produces highly precise, accurate work
- Needs strong structure
- Adhere to rules
- Respects and seeks direction
- Needs a plan to follow
- Sensitive to criticism
- Straightforward, factual, calls it as it is
- Analytical thinking



Captain



- Problem-solver, likes change and innovation
- Risk-taker, confident, self-starter
- Results-oriented, fast, intense and impatient
- Drive to control big picture
- Wants others buy in
- Authoritative, telling, diplomatic
- Best with systems, effective with people



Maverick



- Innovative, "outside the box" thinker
- Venturesome, risk-taker
- Animated, direct, telling
- Quick to act, driving
- Needs freedom from rules and control
- Freely delegates with loose follow-up



Scholar



- Thorough, accurate, careful, precise
- Reserved, introspective, imaginative, analytical
- High level of technical expertise
- Needs structure, adheres to rules
- Patient, consistent, methodical, tight delegation, strong follow-up
- Authoritative, telling



Individualist



- Highly independent generalist
- Resists structure and authority
- Big picture, little interest in details
- Venturesome, risk-taker
- Goal and results oriented
- Authoritative, does things his/her own way



Collaborator



- Warm, friendly, lively, extraverted
- Easygoing
- Willing team player; helpful, understanding, listener
- Patient, steady, does not like pressure
- Most effective with the familiar
- Uncritical, accommodating, accepting; dislikes risk
- Average detail in follow through



Persuader



- Warmth, charm, social poise and social
- Persuasive selling style
- Team-builder and developer
- Generalist, needs freedom from structure
- Venturesome, risk taker, rallies other people around their goals
- Self-confident, strong ego, initiative



Operator



- Steady, patient, relaxed, warm and approachable
- Best with unchanging environment
- Has tolerance for and learns by repetition
- Respects / seeks direction, needs a plan
- Eager to do what is expected, better than average detail work
- Patient listener



Guardian



- Skillful detail work, precise
- Wants to do the right thing
- Needs strong structure, adheres to rules
- Respects and seeks direction, needs a plan
- Works harmoniously with the group
- Shy with strangers, opens-up in familiar circumstances
- Patient, steady, higher tolerance for repetitive work



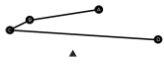
Promoter



- Extravert, warm, friendly, casual, uninhibited
- Persuasive selling, empathetic, communicates verbally
- Sells intangibles, little emphasis on facts or details
- Effective with groups
- Delegates details, little follow-up
- Won't take no for an answer



Controller



- Specialist, needs strong structure
- Adheres to rules
- High-quality detail work
- Very tight in delegation
- Loyal, conscientious, cautious, conservative
- Does things fast and right
- Expert in technical specialty
- Best with systems, concepts, things



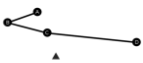
Strategist



- Results oriented
- Innovative, drive for change, calculated risk-taker
- Self-starter, self-motivator, initiative
- Analytical, critical, creative thinking
- Controlling, tough on people
- High standards, high-quality work, expert



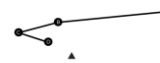
Specialist



- Needs strong structure, adheres to the rules
- High-precision, high-quality detail work
- Respects authority
- Reserved, analytical, introspective
- Serious, skeptical
- Sincere, factual, cautious communicator



Venturer



- Self-starter, self-motivator, takes initiative
- Results and goal oriented, fast, intense
- Independent generalist, free from structure
- Venturesome, risk-taker, authoritative,
- New ideas, technologies, innovation



Adapter

- Bridge-builder
- Empathetic
- Versatile, Flexible
- Adapts to situations easily

Coach Yourself to Build Better Relationships

	Below Midpoint	Above Midpoint
A	<input type="checkbox"/> Stand your ground when you know you're correct <input type="checkbox"/> Come to situations and meetings prepared to contribute <input type="checkbox"/> Recognize that disagreement and "conflict" is natural <input type="checkbox"/> Allow debate to play out <input type="checkbox"/> Proactively State: This is what I think about a situation	<input type="checkbox"/> Actively seek input from others <input type="checkbox"/> Listen. Allow others to share opinions or ideas <input type="checkbox"/> Think about how your message will be received <input type="checkbox"/> Get comfortable being wrong now and then <input type="checkbox"/> Ask: <i>I'd like to hear what ideas you have?</i>
B	<input type="checkbox"/> Initiate conversations, schedule time to speak to others <input type="checkbox"/> Create processes that encourage direct communication <input type="checkbox"/> Do not be overly reliant on electronic communication <input type="checkbox"/> Speak up when something is unclear <input type="checkbox"/> Ask: <i>Let me think on it; when do you need an answer?</i>	<input type="checkbox"/> Allow others an opportunity to contribute <input type="checkbox"/> Be succinct when communicating <input type="checkbox"/> Ask about problems or risks <input type="checkbox"/> Ensure everyone has a chance to speak <input type="checkbox"/> Clarify: <i>What am I responsible for / when?</i>
C	<input type="checkbox"/> "Does everything need to be done right now?" <input type="checkbox"/> Recognize others have a different pace than you <input type="checkbox"/> Honor priorities and see initiatives to completion <input type="checkbox"/> Ask: <i>What is our biggest priority now?</i>	<input type="checkbox"/> Clarify timelines and focus on "when" <input type="checkbox"/> Start early and leave time for the unexpected <input type="checkbox"/> Keep others informed when progress is made <input type="checkbox"/> Ask: <i>When do you need it completed?</i>
D	<input type="checkbox"/> Seek data to support decisions <input type="checkbox"/> Evaluate decisions from multiple perspectives <input type="checkbox"/> Respect others' questions and need for information <input type="checkbox"/> Ask: <i>What data or details might I be missing on this?</i>	<input type="checkbox"/> Learn how to move forward with "enough" info <input type="checkbox"/> Ask yourself: "Is it worth this much time?" <input type="checkbox"/> Respect flexibility shown by others <input type="checkbox"/> Ask: <i>What details would be helpful to you?</i>



People Reading

Principles

- People reading isn't meant to label. Instead, it is a way to help understand others' needs.
- There are no good or bad styles: All styles have strengths and cautions.
- Everyone is a blend of all four styles, so it may be difficult to read people correctly.

Observable Behaviors

- Body language, such as posture, use of hands, facial expressions, etc.
- Tone of voice and expression, such as pace, inflection, volume, etc.
- Words chosen to deliver the actual message.

Steps to People Reading: Identifying someone's strongest drive

1. Is the individual (1) fast-paced and outspoken or (2) cautious and reflective?
2. Is the individual more (3) questioning and skeptical or (4) accepting and warm?
3. 1+3 = Dominant, 1+4 = Extravert, 2+4 = Patient, 2+3 = Formal

A. Dominant

Needs: Independence, Control, Challenge

Behaviors: Assertive, self-confident, competitive, comfortable with conflict

Strengths: Drives change, challenge status quo, seeks impact, big picture

Cautions: Seen as aggressive or intimidating, tough-minded

1+3

B. Extravert

Needs: Interaction, Recognition, Connection

Behaviors: Outgoing, people-oriented, persuasive, stimulating, enthusiastic, empathetic

Strengths: Motivating; sociable; builds team, cohesion and collaboration

Cautions: Overly optimistic, may appear to be overly talkative or superficial

1+4

D. Formal

Needs: Rules, Knowledge, Expertise

Behaviors: Serious, diligent, reserved, thorough, precise, organized, cautious

Strengths: Strong discipline / execution, organized, structured, thorough follow-up

Cautions: Uncomfortable with ambiguity and flexibility, perfectionist.

2+3

C. Patient

Needs: Steadiness, Stability, Support

Behaviors: Agreeable, patient, stable, calm, deliberate, comfortable with familiar

Strengths: Calm, thoughtful listener, builds solid processes, gives people time to process

Cautions; Uncomfortable with change, appear to over-analyze, difficult with time pressure

2+4

