welcome!

Constant Conversations

Mentoring, Coaching, and Guiding Your Team

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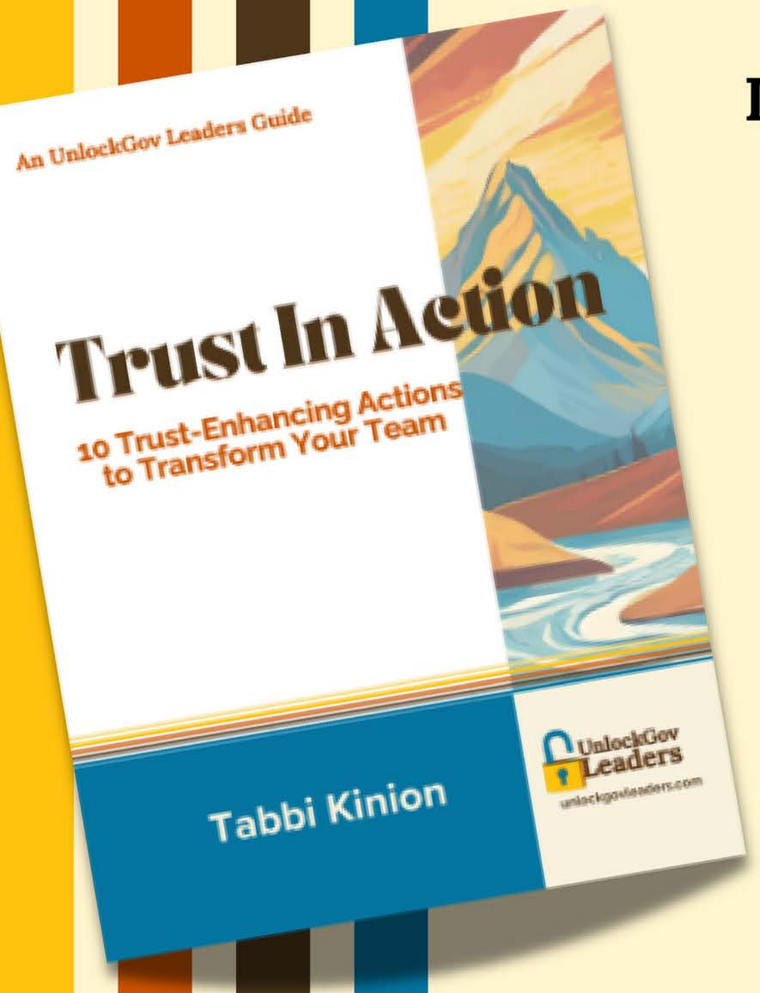
UnlockGov Leaders

Creating Culture

- Psychological Safety
- Vulnerability
- Trust and Empathy
- Emotional Intelligence
- Boundaries and Letting Go
- Balance
- Professional Growth

DIMENSIONS OF WORK



Download the guide free at www.unlockgovleaders.com

1. **Communicate openly and transparently**
2. **Keep your promises**
3. **Be reliable**
4. **Listen to understand**
5. **Show empathy and compassion**
6. **Respect ourselves and others**
7. **Offer forgiveness and understanding**
8. **Be consistent**
9. **Maintain a positive outlook**
10. **Be yourself**

When Trust is Broken...

1. Take some time before responding.
2. Stay curious longer.
3. Have a conversation.
4. Set clear expectations.
5. Provide a path forward.
6. Learn and adapt.

THE EMPATHY *advantage*

1. **Builds unshakeable trust**
2. **Boosts employee engagement and retention**
3. **Enhances problem-solving and innovation**
4. **Resolves conflict more effectively**
5. **Creates a thriving organizational culture**

A HOW-TO GUIDE

1. Take Their Perspective
2. Suspend Judgment
3. Recognize Emotions
4. Communicate Your Understanding

EMOTIONAL INTELLIGENCE

The ability to recognize, understand, manage, and effectively use emotions in oneself and others to guide thinking and behavior.

Components of Emotional Intelligence

Active listening
Self-awareness
Emotional regulation
Conflict regulation
Adaptability

Non-verbal awareness
Taking feedback with grace
Stress management
Self-motivation
Social awareness

HOW TO SET BOUNDARIES

1. Identify What You Need
2. Communicate Clearly
3. Stay Consistent
4. Prepare For Pushback

Try this...

MUSTS vs. SHOULDS

Determine what's most important in each domain of your life - spirituality, family, work, health, and community. **Write these things down.** These are the MUSTs in your life.

Check out or write down your current to-do list. Put a star next to everything that goes on the MUST list.

What if you focus primarily on the MUSTs, not the SHOULDs? Does this inform new boundaries?

And, Try this...

Leverage technology mindfully

Set limits - keep work to your work hours - disable notifications during family time, and avoid email after hours. Set the standard and hold to it.

Try new tools - try or use productivity and scheduling tools, AI, and project management applications.

Detox - Designate specific times or days when you disconnect.

Also, this...

Take advantage of workplace policies

If allowed, use (and offer to your team) flexible schedules, workout time, remote work options, paid time off, and any other benefits.

Don’t forget...

Communicate openly

Have honest discussions about your desire to create a better balance and focus on the MUSTS.

Explain your approach and discuss expectations about availability and responsiveness.

Listen to their feedback and work through challenges.

- Identify Tasks
- Choose the right person
- Set clear goals and expectations

  WHAT DONE LOOKS LIKE
- Provide resources
- Empower autonomy
- Check-in (but don't hover!)
- Coach and give feedback
- Celebrate WINS
- Reflect

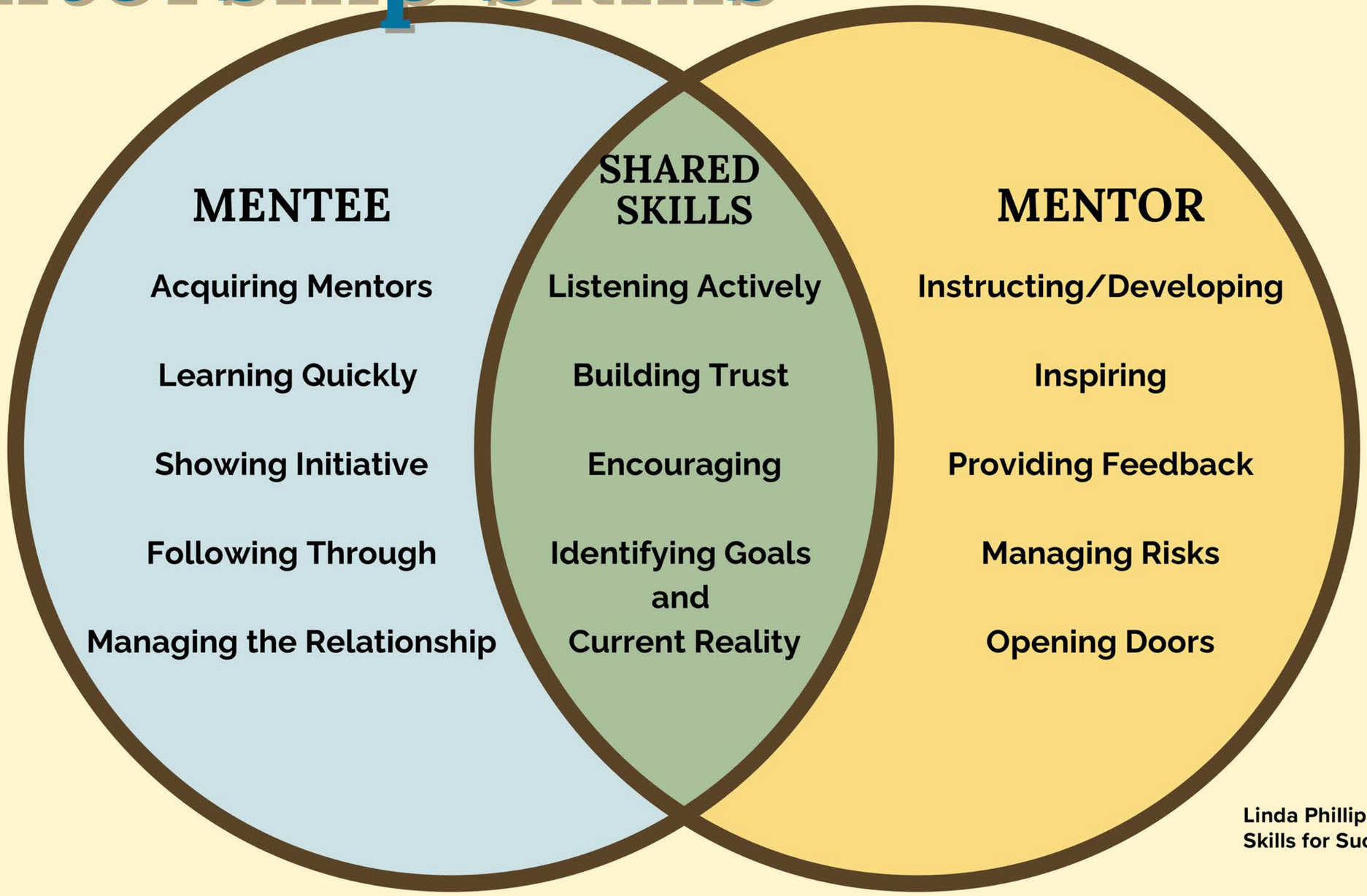
- **Boosts Engagement and Retention**
- **Increases Motivation and Productivity**
- **Cultivates Growth Mindset**
- **Enhances Reputation**

Relationship Vocab

Supervisor	The person who conducts your performance review.
Coach	Someone who helps you move forward.
Mentor	Someone who supports, guides, and advises you.
Sponsor	An advocate for your career advancement who has the ability to accelerate your opportunities.
Leader	Someone who you choose to follow. May or may not be in one of the above roles.

COACHING	MENTORING
Measures Performance	Doesn’t Measure Performance
Coach Drives the Relationship	Mentee Drives the Relationship
Can be Standardized	Mentoring is Personalized

Mentorship Skills



Linda Phillips-Jones, Ph.D.
Skills for Successful Mentoring

7 Essential Coaching Questions

- What's on your mind?
- And what else?
- What's the real challenge here for you?
- What do you want?
- How can I help?
- If you are saying "yes" to this, what are you saying "no" to?
- What was most useful for you?

Escape the AGH!

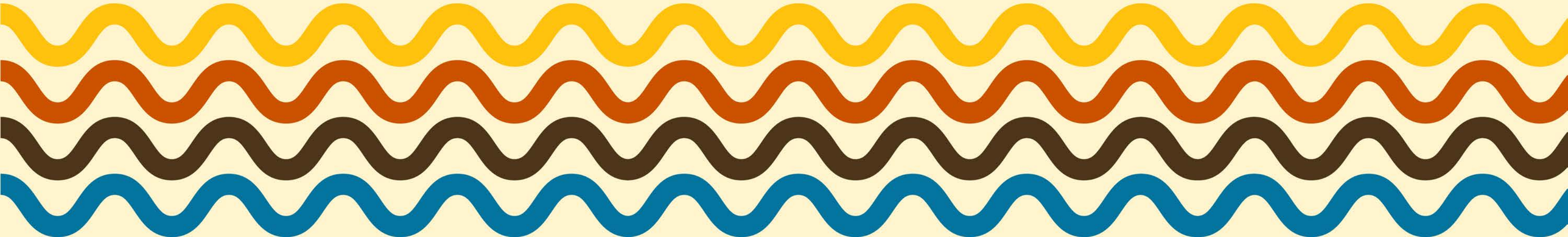
1. You're solving the wrong problem

2. You're proposing a mediocre solution

3. You're displaying poor leadership

AGH Impacts

1. It demotivates the advice-receivers
2. It overwhelms the advice-giver
3. It compromises team effectiveness
4. It limits organizational change



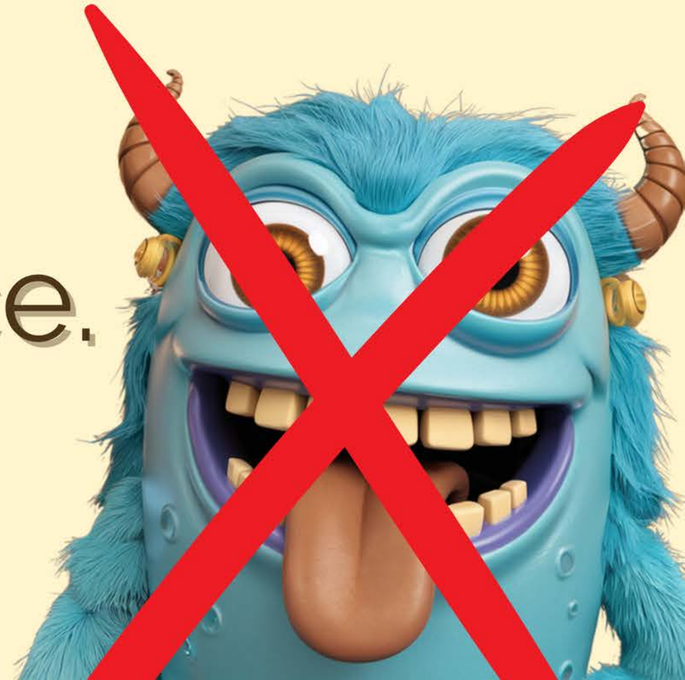
TERA-Taming your AGM

Tribe - Be on their side.

Expectation - Show them the future.

Rank - Raise them up.

Autonomy - Give them a choice.



Coaching Principles

1. Be Lazy

2. Be Curious

3. Be Often

Coaching in a Nutshell

The Public Sector Retention Challenge

- Compensation and Benefits
- Career Advancement Opportunities
- Workload and Burnout
- Bureaucratic Constraints
- Organizational Culture

What's the impact?

- Recruitment Costs
- Training and Onboarding
- Lost Productivity in Transition
- Knowledge Lost
- Employee Morale and Engagement

What Matters to Public Sector Employees?

1. Work-life balance
2. Professional Development
3. Sense of Purpose
4. Public Service Ethic
5. Recognition and Appreciation
6. Long-term Job/Retirement Security

Performance Management Is:

- Setting clear expectations
- Providing useful feedback
- Evaluating results
- Ongoing (not once a year)

Benefits

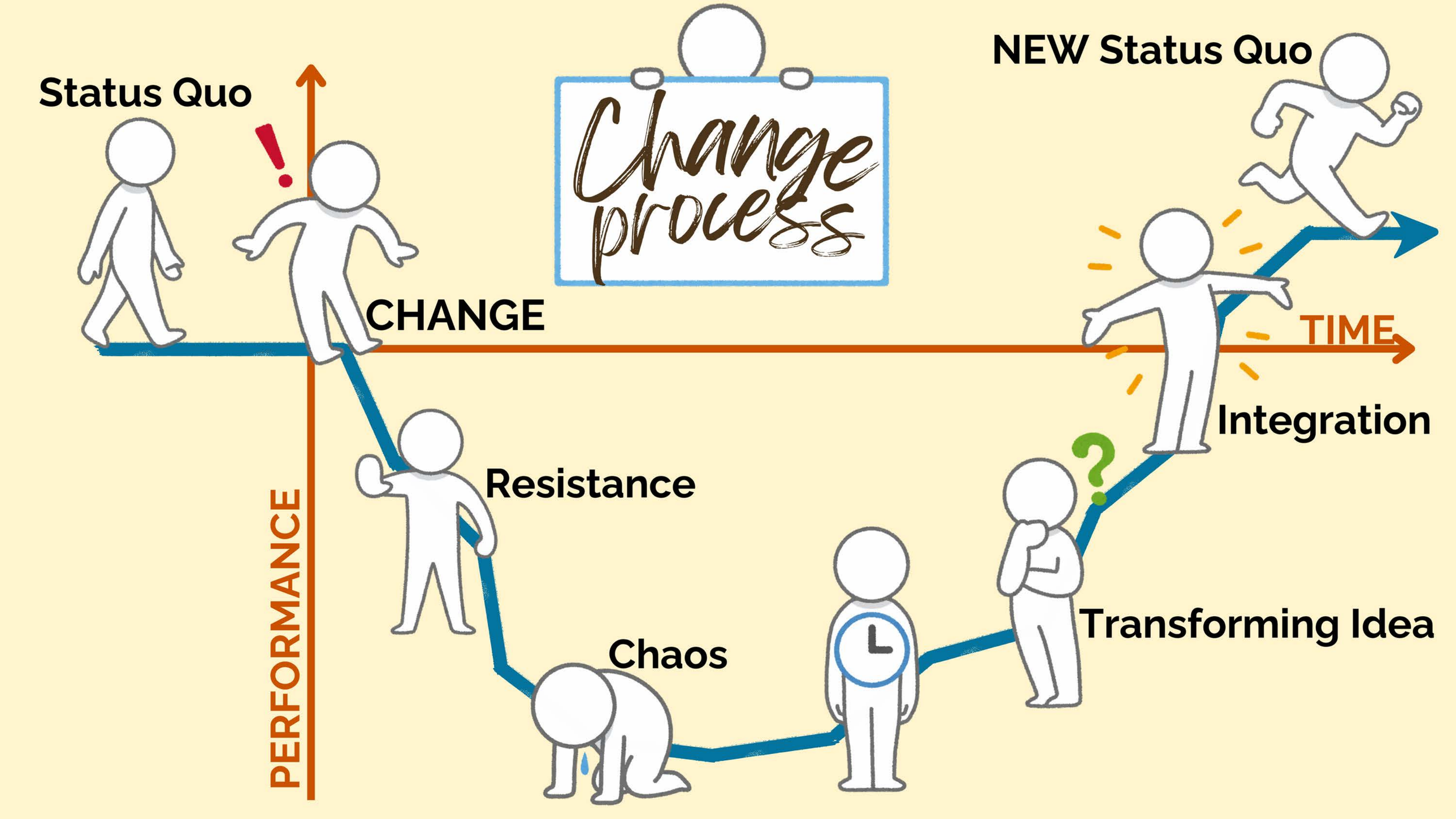
- Shows your concern and care
- Shows your commitment to them
- Affirms and appreciates employee
- Puts poor performers on notice
- Demonstrates value-driven leadership

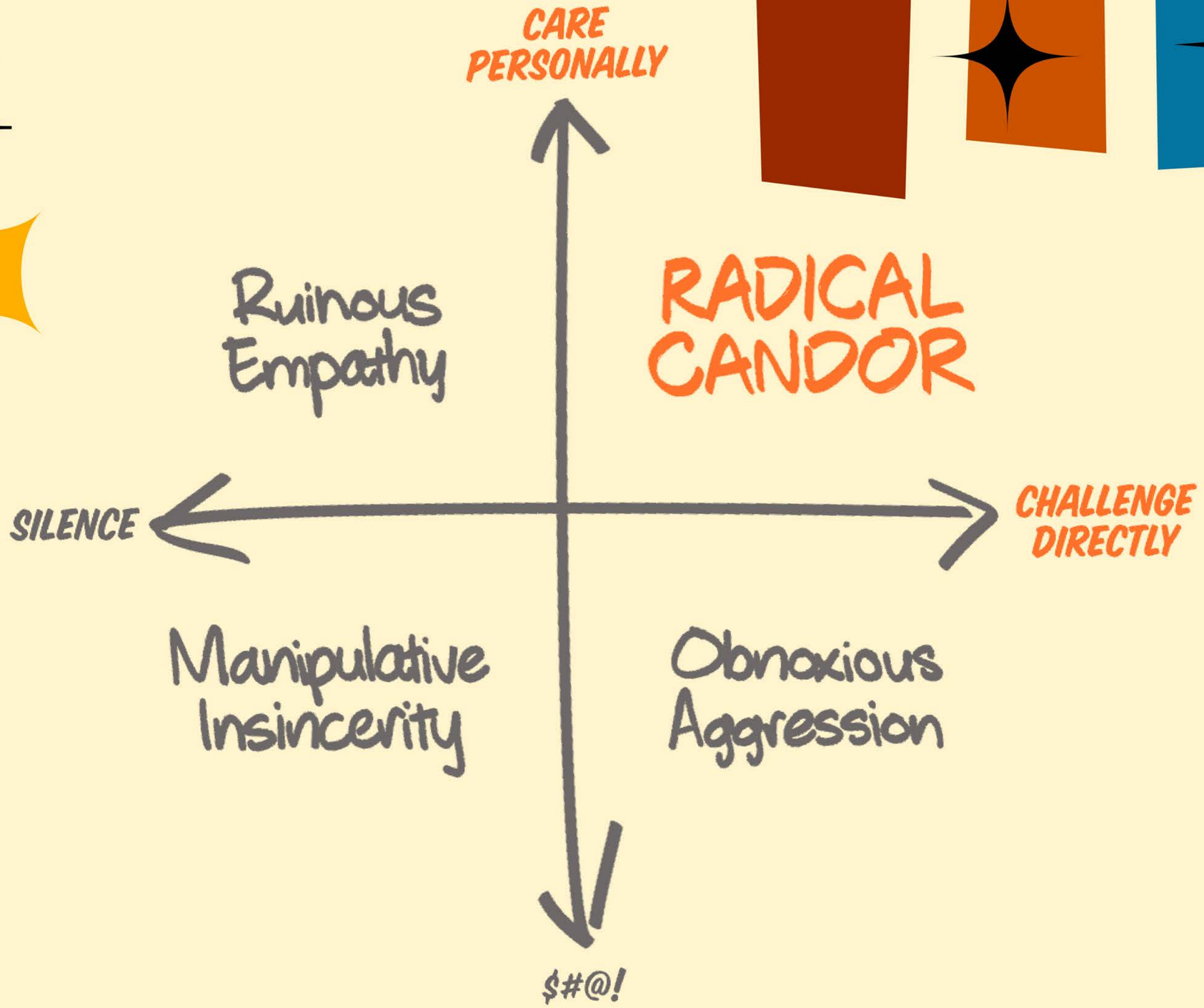
Types of Behaviors

Unacceptable	Gray	Acceptable
• Not permitted • Consequences	• Clearly negative behavior on rare occasions • Inoffensive, but not impressive • Unacceptable behavior you tolerate because you fear what will happen if you don't • What has become normalized	• GREAT • Okay • Good enough

To Raise the Bar, We Must Shrink the Gray Area

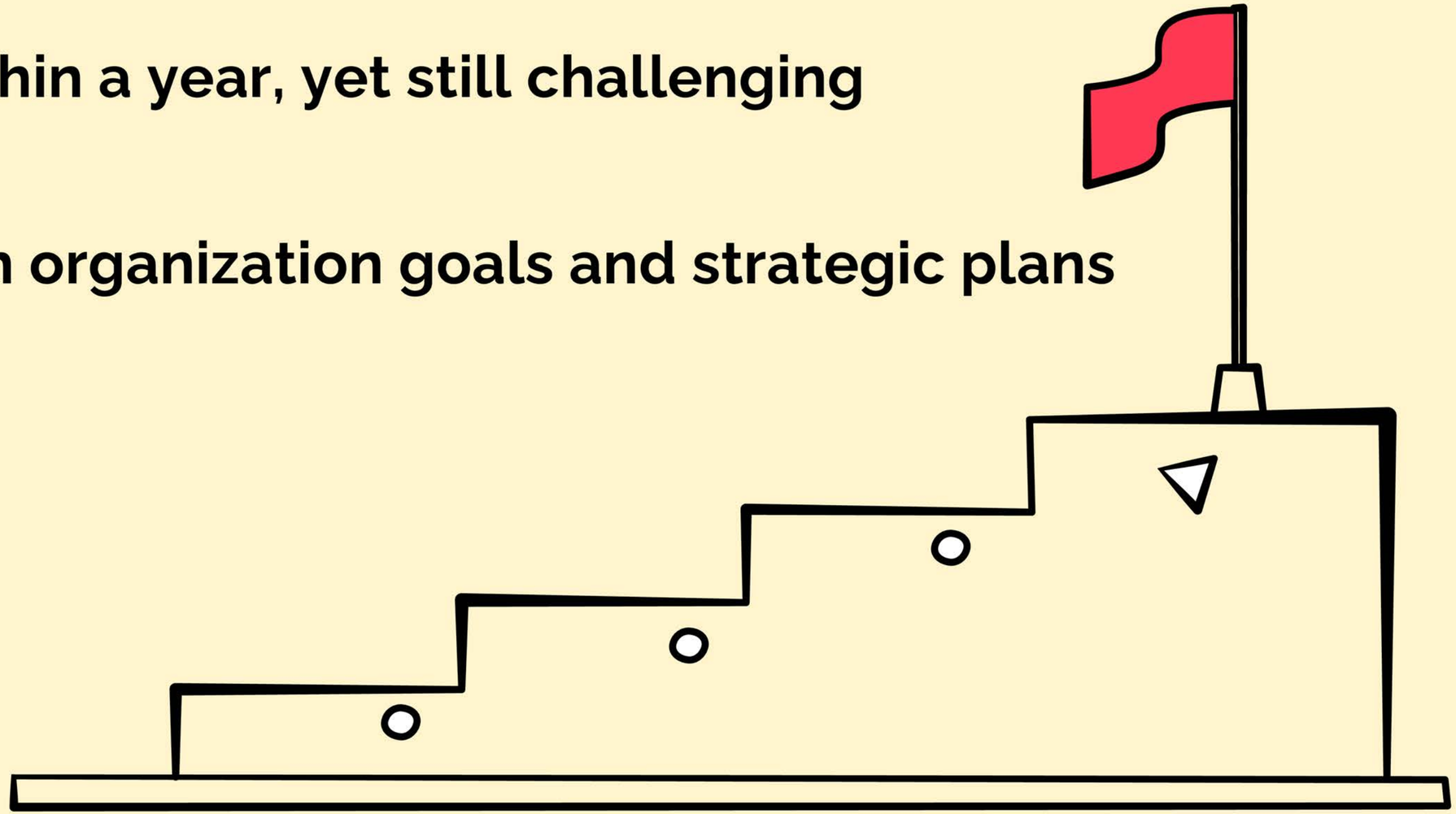
- DESCRIBE the situation.
- IDENTIFY normalized behavior.
- SAY it is no longer acceptable.
- COMMUNICATE new expectations.
- OUTLINE the benefits.
- ACKNOWLEDGE with empathy.
- RECONFIRM expectation.


Change process
Status Quo
NEW Status Quo
CHANGE
TIME
PERFORMANCE
Resistance
Chaos
Integration
Transforming Idea

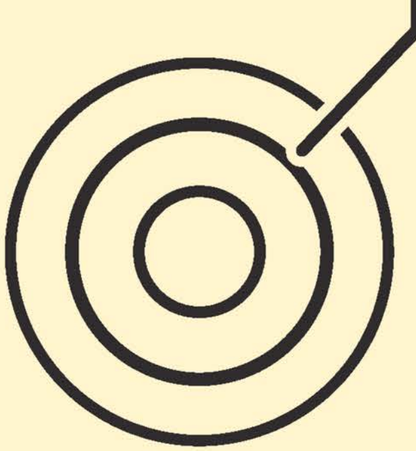

CARE PERSONALLY
Ruinous Empathy
RADICAL CANDOR
SILENCE
CHALLENGE DIRECTLY
Manipulative Insincerity
Obnoxious Aggression
$#@!

Great performance goals are:

- Created with employee input
- Possible within a year, yet still challenging
- Aligned with organization goals and strategic plans



Great performance goals also:

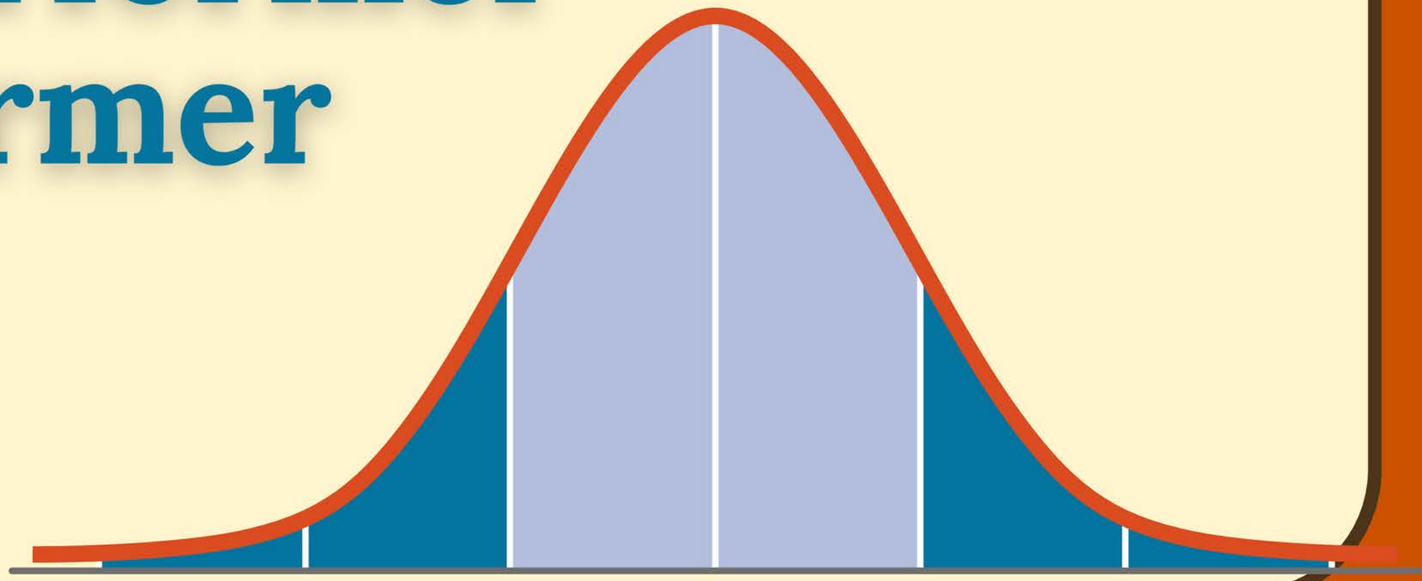


- **Answer the questions:**
  - What are you going to accomplish? By when? With who?
  - How will results be measured? Or, how do you know you succeeded?
- **Use positive language**
  - *“increase satisfaction” vs. “decrease complaints”*
- **Start with a descriptive action word**
  - *increase, decrease, reduce, improve, initiate, evaluate, create, implement*
- **Break bigger tasks into smaller sub-goals/way-points**

SMART
SPECIFIC
MEASURABLE
ATTAINABLE
REALISTIC
TIME-BOUND

Create a description of a:

- High Performer
- Typical Performer
- Low Performer

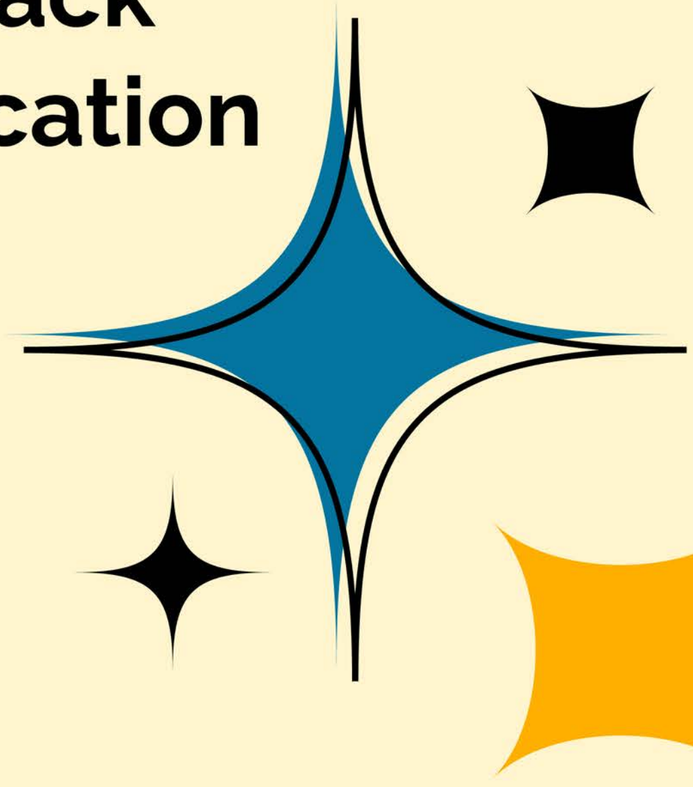


High Performers

- Good attitude
- Problem solver
- Good influence
- Drives their own to-do list
- Outstanding customer service
- Trustworthy
- Continually growing skills
- YOU RELAX when they take the lead

They Sound Like

- Communicating organizationally
- Avoiding they/we language
- Providing frequent and useful feedback
- Expects direct and honest communication



Performance Conversation Goals

- Re-recruit
- Recognize
- Retain

Conversation Script

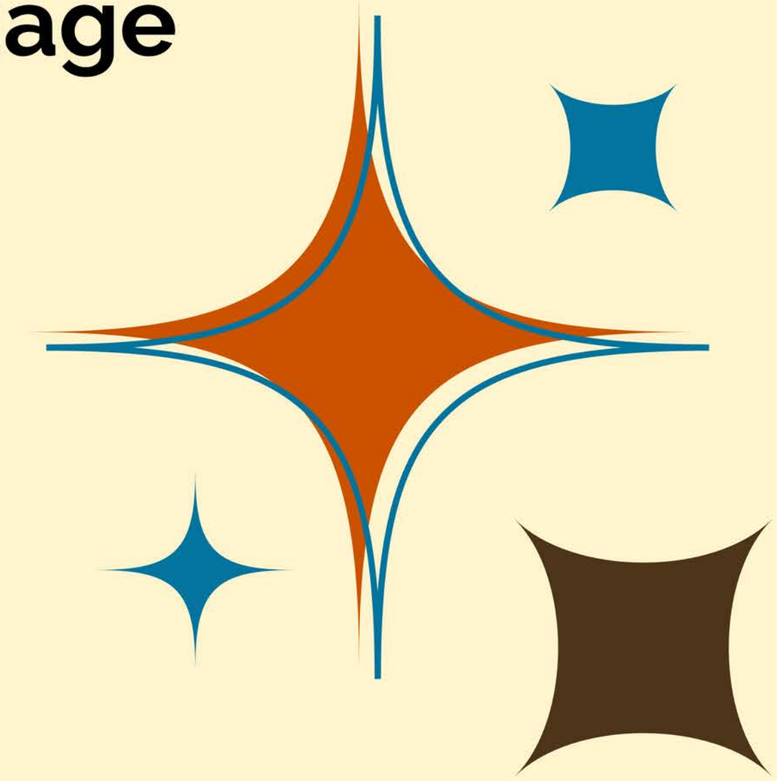
- Thank them for their work
- Outline why they are important to the team
- Share where the organization is going and their role
- Ask them what support they need from you

Typical Performers

- Wants to do a good job
- Needs more experience
- Makes manager aware of problems
- Loyal most of the time
- Influenced by high and low performers
- Needs guidance to grow skills

They Sound Like

- Usually communicating organizationally
- Sometimes uses they/we language
- Provides some feedback
- Decent communication



Performance Conversation Goals

- Reassure
- Re-recruit
- Development needs
- Adjust expectations

Conversation Script

- Thank them for their work
- Reassure them your goal is to retain them
- Discuss their strong qualities and contributions
- Development expectations outlined
- Ask them what support they need from you

Low Performers

- Creates or points out problems in a negative way
- Master of we/they language
- Passive/aggressive behavior
- Thinks they will outlast you
- Not reliable or committed
- Not interested in changing or growing skills
- YOU CRINGE when they are involved.

They Sound Like

- Does not communicate effectively
- Creates a they/we culture
- Does not provide feedback
- Conversations are unproductive or tense
- Personal life interferes in work

Performance Conversation Goals

- Manage Up
- Manage Out

Conversation Script

- Radical Candor
- Performance Improvement Plans
- Clear Expectations and Timelines
- DOCUMENT EVERYTHING!
- Ongoing conversation - don't wait until review

YOUR GOAL:

Improve Team Performance

Where we've been...

Culture Matters:

- Psychological Safety
- Vulnerability
- Trust
- Empathy
- Emotional Intelligence
- Boundaries
- Balance
- Delegation

Mentoring

Coaching

Retaining Talent

Performance Management

- Setting Expectations
- Writing Goals
- Review Conversations