

Engaging People Playbook

John Foster 2024

The Engaging People Playbook

Three roles and ten essential skills that correlate with high performance outcomes

Leadership Role	Management Skills
Talent Magnet	1. Establish Safety & Build Trust 2. Clarify & Align Expectations 3. Create Performance Dialogue
Revered Coach	4. Stimulate Growth 5. Stick to the Facts 6. Create a TPOV
Performance Catalyst	7. Build Agreements 8. Leverage Differences 9. Communicate and Connect 10. Recognize Progress

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Leadership + Management

The will and skill of effective human performance



Leadership is being fully human, and tapping your courage and creativity

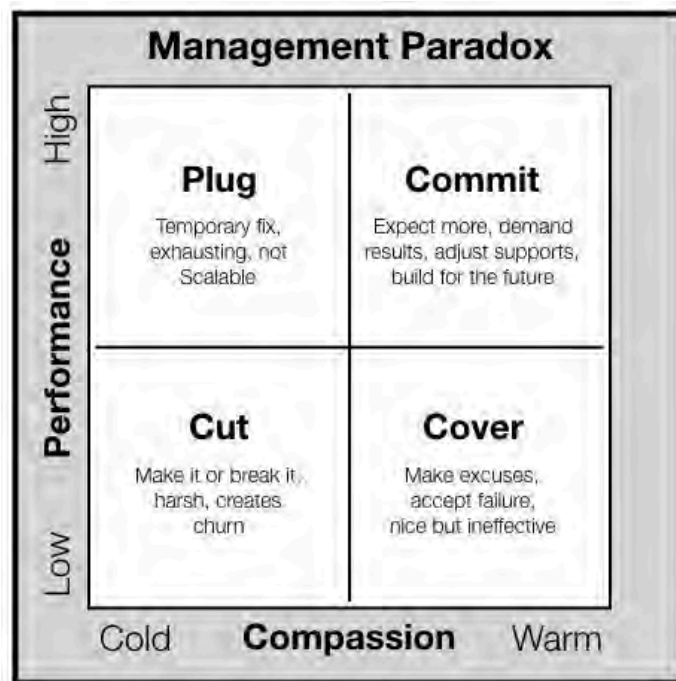


Management is achieving optimal outcomes in a performance environment

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Love is Tough

Navigating human emotions is not a “soft” skill, it’s a superskill



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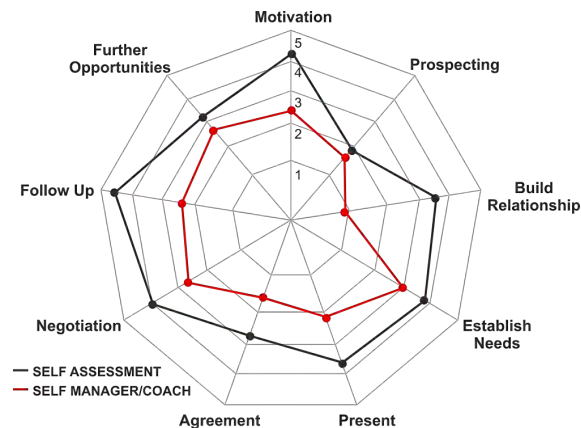
The Talent Equation

The original meaning of the word talent is “something of value.” Every person has unique, differentiated talents to offer, and all talents are a mix of at least four factors: *abilities*, *attributes*, *interests*, and *availability*. Getting to know each person and how they fit with the work you have planned is an equation that needs balancing for each person to achieve their full potential.

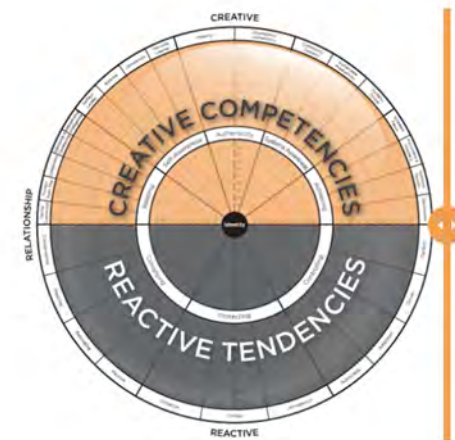
Each of the four factors in the talent equation help you customize situations and make adjustments for individual differences as you fit people together in a team or community that is built to accomplish your collective work.

$$\text{TALENT} = \text{ABILITIES} + \text{ATTRIBUTES} + \text{INTERESTS} + \text{AVAILABILITY}$$

ABILITIES



ATTRIBUTES



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1. Establish Safety and Build Trust

Trust enables risk taking, which is fundamental to discretionary effort

Safety

Conditions

Respect

Care

Reliability



Belonging

Empathy

Listening

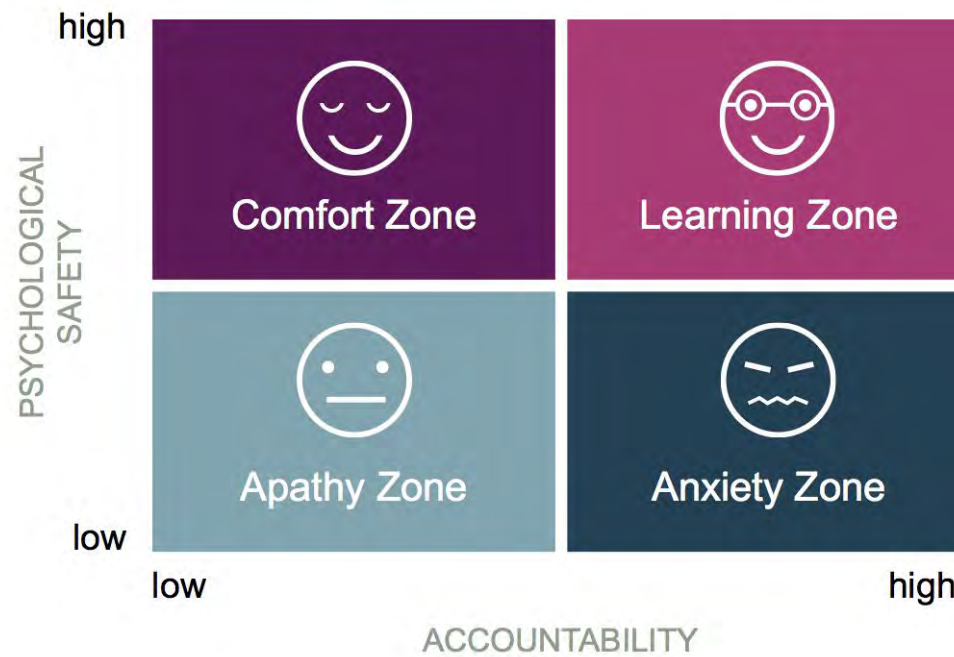
Appreciation

Inclusion

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Safety + Accountability = Performance

High performance requires *some* stress in the form of clear expectations, challenging goals, monitoring and evaluation



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2. Clarify and Align Expectations

Preconceived perceptions about what is likely to happen (never assume!)

Share

Priorities
Plans
Big Picture
Why



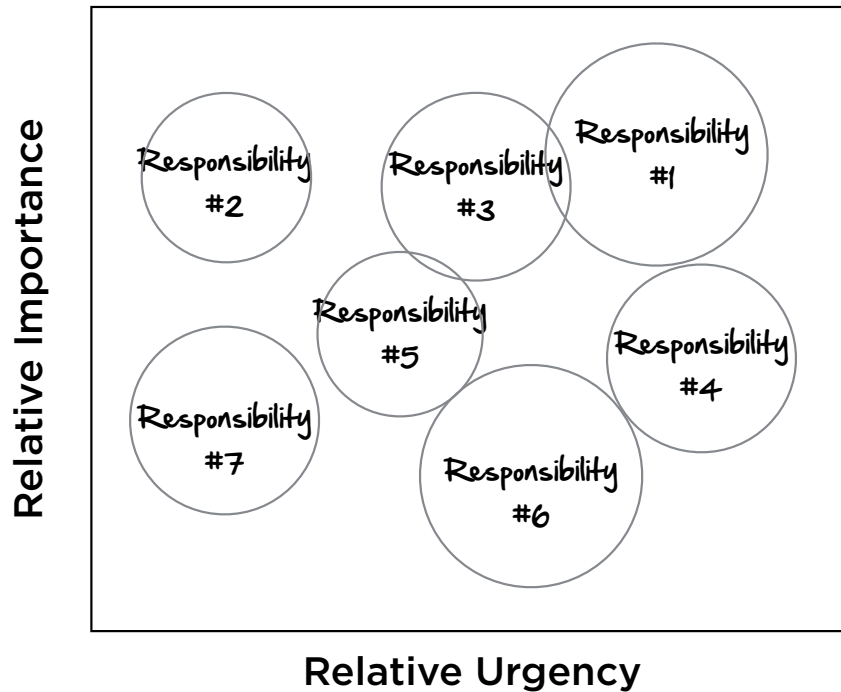
Listen

Interests
Motivations
Ideas
How

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Write it down, share if weekly

Use a work map to juggle priorities

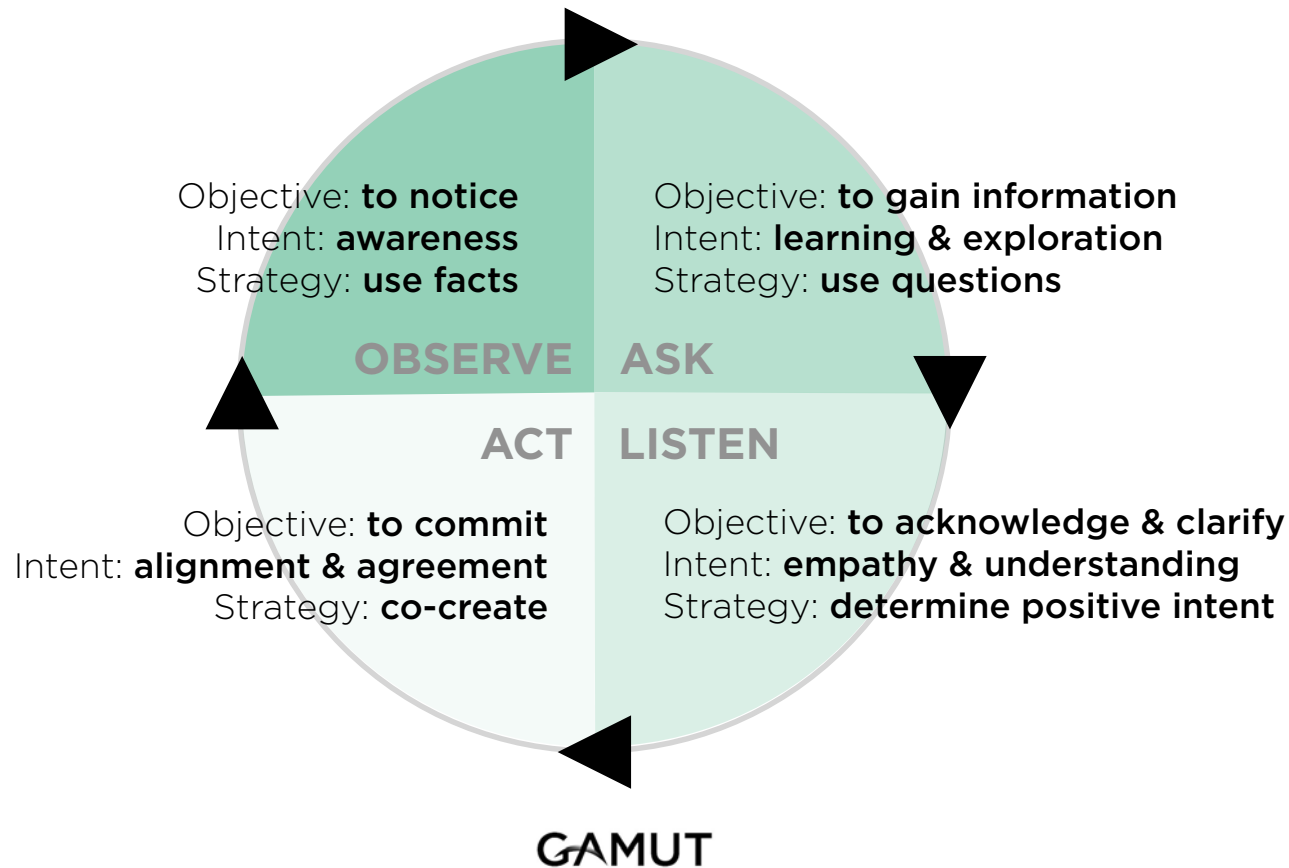


- Rank your responsibilities from most to least important. What has the most impact, carries the most risk, has the most dependencies?
- What responsibilities demand your attention immediately no matter what else you are doing?
- What responsibilities are the hardest to manage? What takes the most of your time/energy/focus?
- What's the one thing you never seem to have time to address? Why is that? Could someone else do it?
- What's the one thing you never seem to have time to address? Why is that? Could someone else do it?
- What's your favorite responsibility? Do you have one that you dread?

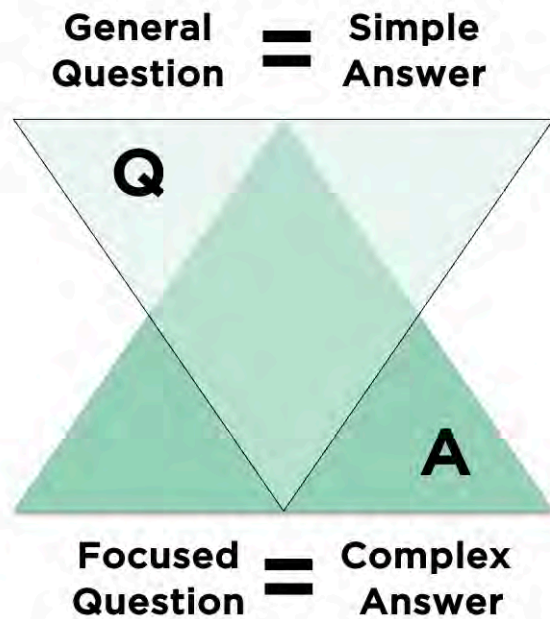
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3. Create Performance Dialogue

Follow a process of give and take that cycles through four stages



Questions are the answer



What's the most important thing on your list this week?

What's getting in the way of you accomplishing that?

Are you feeling comfortable with your work load?

What worries you about this plan?

What is exciting about this plan?

Have you seen this type of thing before?

What do you enjoy most/least about your work?

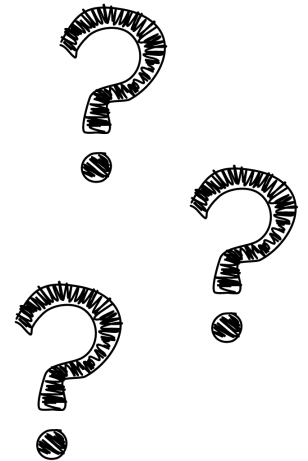
Do you feel like you're making progress?

What resources do you need?

Are you getting the support you need from others around you?

What are you most proud of lately?

What is puzzling you?



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Facilitating High Performance

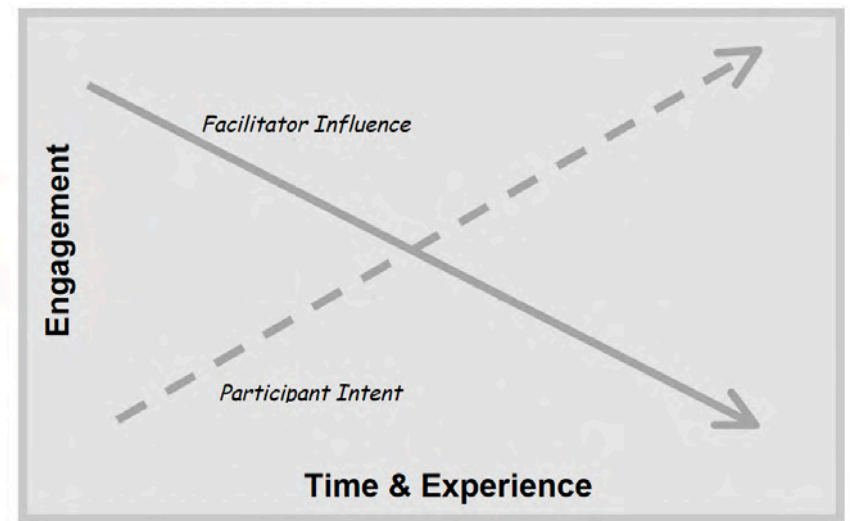
Coaching:

Facilitate performance dialogue to improve focus and overcome barriers. Ask questions.

and

Instruction:

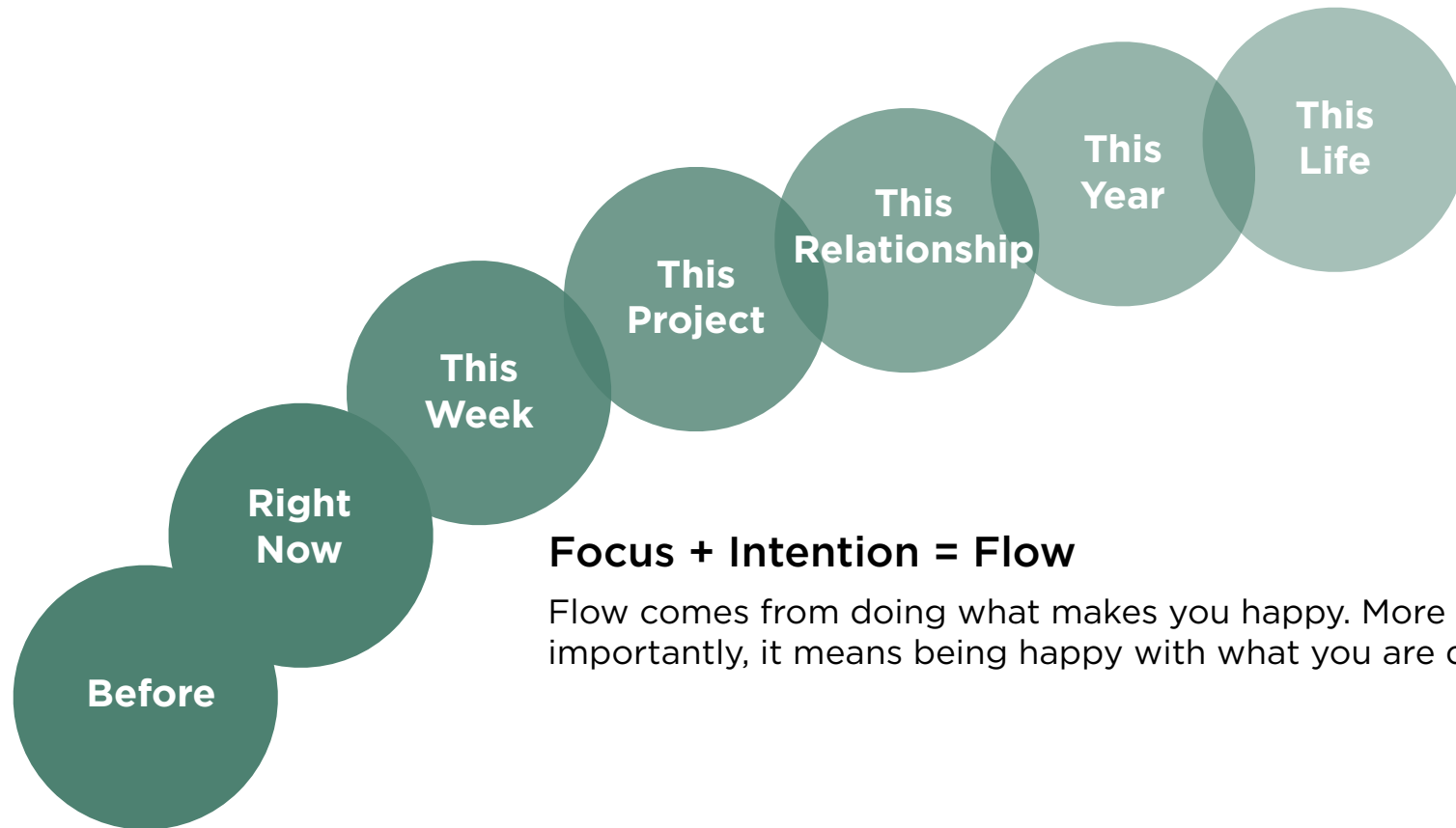
Explain/demonstrate what good looks like. Set the bar.



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4. Stimulate Growth

Development goals are the stepping stones of continuous learning



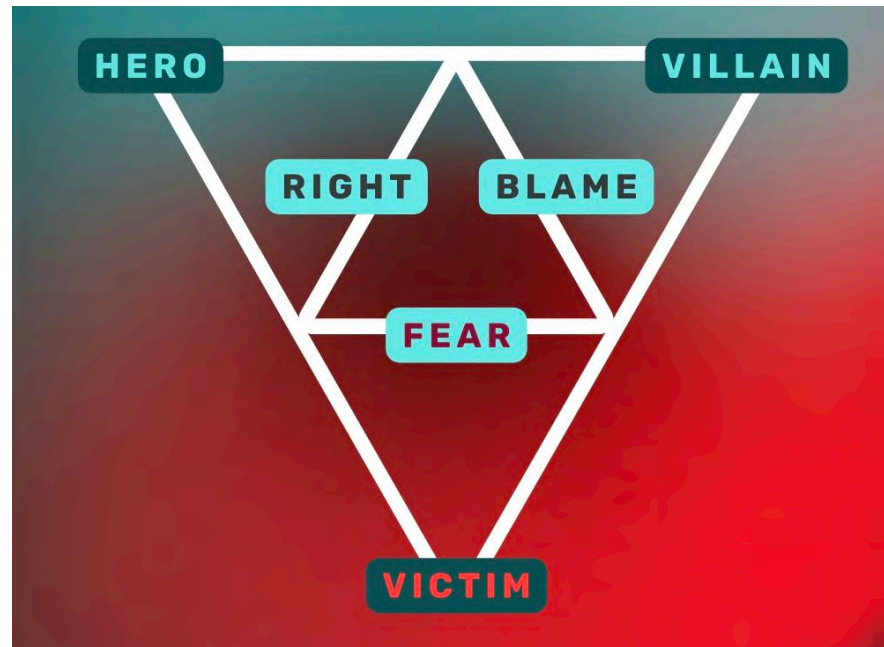
Focus + Intention = Flow

Flow comes from doing what makes you happy. More importantly, it means being happy with what you are doing.

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5. Stick to the Facts

Coaches avoid drama and create inarguable statements of fact



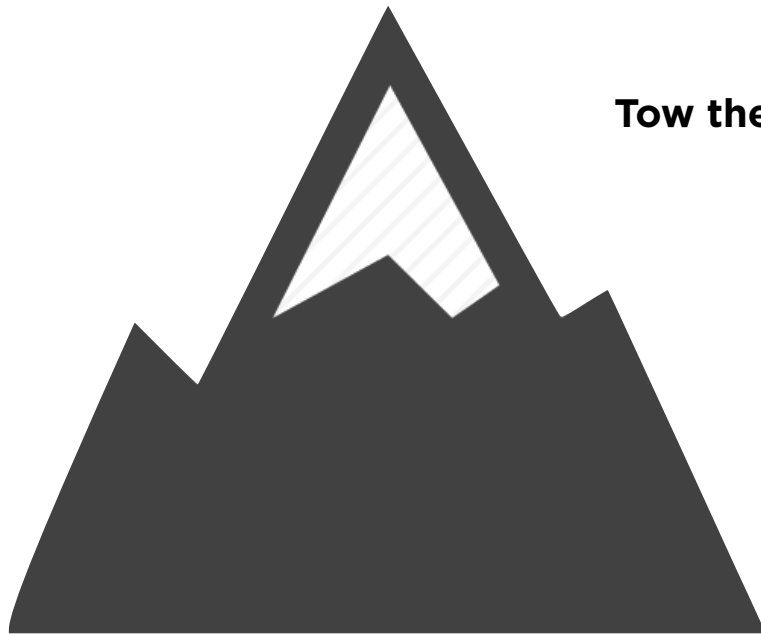
NOTE: Your feelings are facts. Your interpretation of others' motivations are stories.

SOURCE: www.conscious.is

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6. Create Your Teachable Point of View

Those who don't stand for something, stand for anything



Tow the Company Line— what's the pitch?

To be interesting, be interested

Share, comment, post, distill

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7. Build Agreements

Collaboration is a product of commitment, not compliance

Agreements can be formal or informal, but explicit components built on transparency are the most powerful. True agreements require mature, conscious participation from all parties; and are fully transparent with explicit terms for all relevant variables.

Degrees of Agreement

Endorse	Exception	Abstain	Disagree	Withdraw	Block
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Conflict with your values?

Align with your personal mission?

Clear about the expected/desired outcomes?

Clear about the key activities?

Fit with your priorities and other commitments?

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8. Leverage Individual Differences

Draw a circle and draw me in



Notice body language

Invite contributions... clarify, and appreciate

Try different techniques: verbal, written, breakouts

Seed conversations

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9. Communicate and Connect

The natural result of communication is misunderstanding

Keep it Simple: share one idea at a time; avoid lumping many points into one breath.

Just the Facts: share observations not conclusions; avoid blaming and drama.



Listen for Understanding: ask clarifying questions; avoid looking for “gotcha” traps.

Maintain Composure: take notes and make eye contact; avoid interrupting, zingers, and tangents.

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10. Recognize Progress

There's nothing more frustrating than finding out your work doesn't matter



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