

Conversation Cards for Teams.

Meaningful conversation prompts for managers and employees.



www.leadr.com

What is Leadr?

Today's employees seek workplaces where they can learn, grow and be valued for their ideas, while the future success of organizations depends on talented and engaged employees who are empowered to try their ideas.

Leadr exists to bring these two groups together on a daily basis, bridging the leadership gap.

Introducing the first people management software designed specifically to turn every manager into a coach, developing leaders at every level of your organization.

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How to use this deck.

Great organizational culture is driven by strong relationships and strong relationships are built by having meaningful conversations.

However, knowing how to have these conversations with all employees and helping your teams to ask great questions can be a challenge.

These cards are designed to help you facilitate structured, meaningful conversations with each member of your team.

Pull out a card during a weekly one on one or a team meeting and then direct the conversation from there in the way you believe will most benefit your employees.

The Cards

Each card contains:

- A workplace statistic
- A suggested conversation prompt
- A suggested action item

The Categories and the Levels

As you look through the cards, you'll find there are 11 categories in the deck and each category contains four cards which are labeled levels 1-4. Start with level 1 and then work your way up from there to the more advanced levels which ask questions that require a foundation of trust.

- Level 1 Building Rapport
- Level 2 Creating Clarity
- Level 3 Maximization of Strengths
- Level 4 Psychological Safety

LEVEL 1 BUILDING RAPPORT



What is Rapport?

I have a high level of trust and respect for my manager and my teammates. We have a strong, harmonious relationship, share similar values and communicate well with each other. My team leader cares about the details of my job.



CREATING CLARITY



What is Clarity?

I understand the organization's primary goals, and how my team and individual goals align and contribute to them. The work I do matters and I am motivated by the mission of our organization.



MAXIMIZATION OF STRENGTHS



What is Maximization?

My individual strengths are being best utilized, and I am given opportunities for learning, challenge and growth. I am invested in and shown appreciation for my contributions in the way in which I prefer to receive recognition.



LEVEL 4 PSYCHOLOGICAL SAFETY



What is Psychological Safety?

A two-year study by Google discovered that psychological safety was the most important characteristic of high-performing teams.

Additionally, when present, it laid the foundation for other high-performance characteristics to thrive.

In short, psychological safety is the belief that within the team it is safe to speak up with differing opinions, new ideas and to take a chance on risk-taking experiments without fear of punishment.



PRODUCTIVITY LEVEL 1 · RAPPORT

99 out of 100 people say they want a more positive environment at work,

and 9 out of 10 say they're more productive when they're around positive people.

Source: 2004 Gallup Polling

PRODUCTIVITY LEVEL 1 · RAPPORT

CONVERSATION PROMPT:

How do you think having a more positive work environment would change things for you?



ACTION ITEM:

Think of one positive opportunity we could take advantage of that we aren't.

Let's discuss in our next meeting.

PRODUCTIVITY LEVEL 2 · CLARITY



89% of HR leaders agree that ongoing peer feedback and check-ins are key for successful outcomes.

Source: 2018 SHRM/Globoforce Employee Recognition Report PRODUCTIVITY LEVEL 2 · CLARITY

CONVERSATION PROMPT:

What do you think would change if you got more regular, helpful feedback from your peers?



ACTION ITEM:

Request feedback from one colleague this week.

Let's discuss in our next meeting.

PRODUCTIVITY



65% of HR professionals reported that wellness initiatives were "somewhat effective" or "very effective" in reducing the costs of health care

Source: 2016 SHRM Strategic Benefits Survey

PRODUCTIVITY

CONVERSATION PROMPT:

Do you feel that we do enough to support our employees in the area of wellness?



ACTION ITEM:

Is there a way I can better support your wellness goals?

Think about it this week and then let's discuss.

PRODUCTIVITY LEVEL 4 • PSYCHOLOGICAL SAFETY



Employees who feel their voice is heard are 4.6 times more likely to feel empowered to perform their best work.

> **Source:** 2018 Salesforce The Impact of quality and Values Driven Business Report

PRODUCTIVITY LEVEL 4 • PSYCHOLOGICAL SAFETY

CONVERSATION PROMPT:

Tell me about a time that you really felt your voice was heard at work.



ACTION ITEM:

Share with me one thing that you think we could be doing better in this area.

Let's discuss in our next meeting.

ENGAGEMENT LEVEL 1 • RAPPORT



Companies with a highly-engaged workforce are 21% more profitable

Source: 2012 Gallup Q12 Employee Engagement Assessment ENGAGEMENT LEVEL 1 • RAPPORT

CONVERSATION PROMPT:

Why do you think employee engagement has a very real impact on business success?



ACTION ITEM:

Make a note of a time that you were deeply engaged in a project and your engagement had a quantifiable impact.

Let's discuss in our next meeting.

ENGAGEMENT LEVEL 2 · CLARITY



and those who didn't feel such a connection were 62% less likely to stay with their employers

Source: 2014 HBR & The Energy Project The Quality of Life @ Work Study

ENGAGEMENT LEVEL 2 · CLARITY

CONVERSATION PROMPT:

What is it about our mission that motivates you?

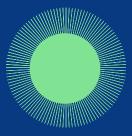


ACTION ITEM:

Think of one way we could better connect your job to the mission of the company.

Let's discuss in our next meeting.

ENGAGEMENT LEVEL 3 • MAXIMIZATION



Employees in organizations with strong coaching cultures are 24% more likely to be highly engaged.

Source: 2016 HCI and ICF Research Report

ENGAGEMENT LEVEL 3 • MAXIMIZATION

CONVERSATION PROMPT:

What does the term 'coaching' mean to you?

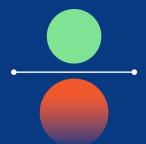


ACTION ITEM:

What skills or strengths would you like to develop while you work here?

Make a list and let's discuss in our next meeting.

ENGAGEMENT LEVEL 4 • PSYCHOLOGICAL SAFETY



Only 49% of full-time workers responded that they had "a great deal of trust" in those working above and alongside them

Source: 2016 EY Global Generations Trust Survey

ENGAGEMENT LEVEL 4 • PSYCHOLOGICAL SAFETY

CONVERSATION PROMPT:

Why do you think trust is so difficult to obtain in the workplace?



ACTION ITEM:

What's something you have wanted to share with me but were hesitant to do?

If you're able to share, let's discuss in our next meeting.

PERFORMANCE MANAGEMENT LEVEL 1 • RAPPORT



Only 14% of employees strongly agree that the performance reviews they receive inspire them to improve.

Source: Gallup Re-Engineering Performance Management Report PERFORMANCE MANAGEMENT LEVEL 1 · RAPPORT

CONVERSATION PROMPT:

Can I tell you about one especially unhelpful review I received?



ACTION ITEM:

Think of one detail about your role that you wish could be captured in your next review.

PERFORMANCE MANAGEMENT LEVEL 2 · CLARITY

Employees whose managers involve them in goal setting are 3.6x more likely than other employees to be engaged

Source: Gallup Re-Engineering

Performance Management Report

PERFORMANCE MANAGEMENT LEVEL 2 · CLARITY

CONVERSATION PROMPT:

What do you think would change if we involved employees more in the goal setting process?



ACTION ITEM:

Take some time to review our goals and then find 30-minutes on the calendar to share with me one adjustment you would make.

PERFORMANCE MANAGEMENT LEVEL 3 • MAXIMIZATION



Only 2 in 10 employees strongly agree that their performance is managed in a way that motivates them to do outstanding work.

> **Source:** Gallup Re-Engineering Performance Management Report

PERFORMANCE MANAGEMENT LEVEL 3 • MAXIMIZATION

CONVERSATION PROMPT:

Tell me about a time you did outstanding work, something you're really proud of.



ACTION ITEM:

Think of one thing we could adjust about our processes or practices that would help you do outstanding work. PERFORMANCE MANAGEMENT LEVEL 4 · PSYCHOLOGICAL SAFETY

More than 9 in 10 managers are dissatisfied with how their companies conduct annual performance review

Source: Corporate Executive Board (CEB) Research PERFORMANCE MANAGEMENT LEVEL 4 · PSYCHOLOGICAL SAFETY

CONVERSATION PROMPT:

In your past experience, what has caused dissatisfaction with your performance reviews?



ACTION ITEM:

What's one thing we could learn from your past experiences?

Let's discuss in our next meeting.

MILLENNIALS & GEN-Z LEVEL 1 • RAPPORT



47% of millennials started looking for another job after receiving their performance review results

Source: 2017 Adobe 'Performance Reviews Get a Failing Grade' Survey MILLENNIALS & GEN-Z LEVEL 1 • RAPPORT

CONVERSATION PROMPT:

What's one thing we could learn from this statistic?

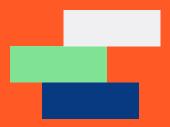


ACTION ITEM:

If you were managing an employee whose performance fell short of expectations, how would you handle the situation.

Let's discuss in our next meeting.

MILLENNIALS & GEN-Z LEVEL 2 • CLARITY



As of 2011, Millennials launched almost 160,000 startups, per month, and made up nearly one-third of all entrepreneurs in the U.S

Source: 2011 The Ewing Marion Kauffman Foundation and the Young Invincibles MILLENNIALS & GEN-Z LEVEL 2 • CLARITY

CONVERSATION PROMPT:

What do you think creates this entrepreneurial spirit in Millennials?



ACTION ITEM:

Think of our business as a startup. What new ideas, initiatives, or opportunities do you see?

Let's discuss in our next meeting.

MILLENNIALS & GEN-Z LEVEL 3 • MAXIMIZATION



Millennials now make up 50% of the workforce and bring a strong preference for the immediate recognition of accomplishments

Source: 2013 York College of Pennsylvania's Center for Professional Excellence MILLENNIALS & GEN-Z LEVEL 3 • MAXIMIZATION

CONVERSATION PROMPT:

What do you think makes immediate recognition so impactful?



ACTION ITEM:

How could we create a better system for sending and receiving immediate feedback?

Think of a few ideas and let's discuss in our next meeting.

MILLENNIALS & GEN-Z LEVEL 4 • PSYCHOLOGICAL SAFETY



Nearly half of Generation Z is a racial or ethnic minority, and this generation is enrolling in college at a higher rate than even Millennials were at their age.

Source: 2019 Pew Research Center

MILLENNIALS & GEN-Z LEVEL 4 • PSYCHOLOGICAL SAFETY

CONVERSATION PROMPT:

What does the word diversity mean to you?



ACTION ITEM:

If you were a manager, how would you celebrate and encourage diversity in idea sharing, hiring and promotion?

MORALE LEVEL 1 • RAPPORT



Happiness raises nearly every business and educational outcome:

raising sales by 37%, productivity by 31%, and accuracy on tasks by 19%

Source: The Happiness Advantage by Shawn Achor

MORALE LEVEL 1 • RAPPORT

CONVERSATION PROMPT:

What do you think makes people happy at work?



ACTION ITEM:

If you were a manager, how would you help your team operate with happiness?

MORALE LEVEL 2 · CLARITY



Only 20% of employees feel very passionate about their jobs

Source: The New Employee/Employer Equation Survey, conducted by Harris Interactive, Inc.

MORALE LEVEL 2 · CLARITY

CONVERSATION PROMPT:

What's something that, when immersed in it, you lose track of time?

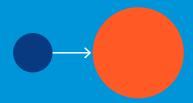


ACTION ITEM:

Think of one way we could apply this area of passion to your current role.

Let's discuss in our next meeting.

MORALE LEVEL 3 • MAXIMIZATION



33% of employees believe they have reached a dead-end in their career

Source: The New Employee/Employer Equation Survey, conducted by Harris Interactive, Inc.

MORALE LEVEL 3 • MAXIMIZATION

CONVERSATION PROMPT:

How can you tell a dead end from a temporary setback or a moment of adversity?



ACTION ITEM:

Read 'The Dip: A Little Book that Teaches you When to Quit' by Seth Godin

MORALE

LEVEL 4 · PSYCHOLOGICAL SAFETY



One in four professionals say they never or rarely take all of their vacation days.

The top driver of burnout cited in the survey is the lack of support or recognition from leadership.

Source: 2015 Deloitte External Well-Being Survey

MORALE LEVEL 4 • PSYCHOLOGICAL SAFETY

CONVERSATION PROMPT:

What connection do you see between not taking vacation days, lack of leadership support and burnout?



If you were a manager, how would you encourage your employees to take time off?

TURNOVER LEVEL 1 • RAPPORT



58% said they would take a job with a competing company if the new company had a better culture than the current one.

Source: Speakap's 2019 Survey of 1,000 U.S. and U.K. employees

TURNOVER LEVEL 1 • RAPPORT

CONVERSATION PROMPT:

What does a great office culture look like to you?



ACTION ITEM:

How would you describe the culture of our team?

Let's discuss in our next meeting.

TURNOVER LEVEL 2 · CLARITY



91% of employees say the last time they changed jobs, they changed companies to do so.

Source: 2017 Gallup's State of the American Workplace Report TURNOVER LEVEL 2 · CLARITY

CONVERSATION PROMPT:

Do you feel that we provide enough career growth opportunities here for our people?



ACTION ITEM:

Imagine you are the manager and you realize an employee is searching for another job. How would you handle the situation?

Let's discuss in our next meeting.

TURNOVER LEVEL 3 • MAXIMIZATION



The average turnover rate of employers with a clear reward strategy is 13% lower than that of organizations without one.

Source: Watson-Wyatt Reward Plan Survey

TURNOVER LEVEL 3 • MAXIMIZATION

CONVERSATION PROMPT:

Do you feel like your best work always gets recognized and appreciated?



ACTION ITEM:

Think of one person on our team who you've recently seen using their strengths in action.

Would you feel comfortable sharing this observation during our next team meeting?

TURNOVER LEVEL 4 • PSYCHOLOGICAL SAFETY



51% of currently employed adults in the U.S. say they are searching for new jobs or watching for new job opportunities

> Source: 2017 Gallup's State of the American Workplace Report

TURNOVER LEVEL 4 • PSYCHOLOGICAL SAFETY

CONVERSATION PROMPT:

What do you think is the number one reason people leave our company for another place to work?



ACTION ITEM:

If you were in charge, how would you go about fixing this problem?

STRESS LEVEL 1 · RAPPORT



Top sources of workplace stress:

Heavy workload/looming deadlines (33%), Unrealistic expectations of managers (22%), Attaining work-life balance (22%), Coworker conflicts (15%)

Source: Accountemps' 2017 Survey

STRESS LEVEL 1 · RAPPORT

CONVERSATION PROMPT:

What is a source of workplace stress for you?



ACTION ITEM:

Identify one strategy you could use to reduce workplace stress this week.

Let me know what it is, how it worked for you and how I can help.





87% of professionals surveyed say they have passion for their current job

but 64% say they are frequently stressed, dispelling the myth that passionate employees are immune to stress or burnout.

Source: Deloitte's 2015 Burnout Survey

STRESS LEVEL 2 · CLARITY

CONVERSATION PROMPT:

Have you ever burned out on something you were once passionate about?



ACTION ITEM:

Identify one new boundary you could set that wouldn't limit your passion but would forestall possible burnout.

(Example: Not checking emails between 8PM and 8AM)

STRESS LEVEL 3 • MAXIMIZATION



91% of respondents say having an unmanageable amount of stress or frustration negatively impacts the quality of their work.

83% of respondents say burnout from work can negatively impact their personal relationships.

Source: Deloitte's 2015 Burnout Survey

STRESS LEVEL 3 • MAXIMIZATION

CONVERSATION PROMPT:

What would change for you if you lived and worked with no stress?



ACTION ITEM:

Write down this reflection and let's discuss in a month to see how things have progressed.

STRESS

LEVEL 4 · PSYCHOLOGICAL SAFETY



Nearly 70% of professionals feel their employers are not doing enough to prevent or alleviate burnout

and 21% say their company does not offer any programs to prevent or alleviate burnout.

Source: Deloitte's 2015 Burnout Survey

STRESS

LEVEL 4 · PSYCHOLOGICAL SAFETY

CONVERSATION PROMPT:

Are there any cultural or behavioral aspects of our company that you think may lead some to burnout?



ACTION ITEM:

If we were to do a team activity to help us have some fun, what could we do? Would you be willing to help me plan it?

DEMOGRAPHIC TRENDS LEVEL 1 • RAPPORT



65% of people aged 30-49, 64% of people 15-29, and 44% of people older than 50 reported feeling stressed out.

Source: Gallup's 2019 Global Emotions Report

DEMOGRAPHIC TRENDS LEVEL 1 • RAPPORT

CONVERSATION PROMPT:

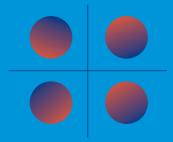
What reflections do you have based on this statistic?



ACTION ITEM:

How could we encourage more open dialogue about stress with everyone on our team?

DEMOGRAPHIC TRENDS LEVEL 2 • CLARITY



Younger workers are the most distressed and they feel the least amount of loyalty to their employers

Source: The New Employee/Employer Equation Survey conducted by Harris Interactive, Inc.

DEMOGRAPHIC TRENDS LEVEL 2 • CLARITY

CONVERSATION PROMPT:

What does loyalty mean to you and how do you think the meaning of this term has changed between generations?

ACTION ITEM:

Imagine you are the manager of a team of younger workers, how would you support them in their career journey?

Let's discuss in our next meeting.

DEMOGRAPHIC TRENDS LEVEL 3 • MAXIMIZATION



Older workers are the most satisfied and the most engaged in their work.

Source: The New Employee/Employer Equation Survey conducted by Harris Interactive, Inc.

DEMOGRAPHIC TRENDS LEVEL 3 • MAXIMIZATION

CONVERSATION PROMPT:

What reflections do you have based on this statistic?



ACTION ITEM:

How could you apply this reflection to your job or personal life?

DEMOGRAPHIC TRENDS LEVEL 4 • PSYCHOLOGICAL SAFETY



More than one-third of men and women surveyed think that taking parental leave would put their job in jeopardy

Source: Deloitte's 2015 Burnout Survey

DEMOGRAPHIC TRENDS LEVEL 4 • PSYCHOLOGICAL SAFETY

CONVERSATION PROMPT:

Do you know what our HR policies are on different types of leave? If not, I'd love to share them with you.



ACTION ITEM:

Imagine you are a manager, how would you encourage soon to be parents on your team to take leave if they wanted to take it?

RECOGNITION & APPRECIATION LEVEL 1 • RAPPORT



Companies with employee recognition programs have a 31% lower voluntary turnover

Source: Bersin by Deloitte, The State of Employee Recognition, 2012 RECOGNITION & APPRECIATION LEVEL 1 • RAPPORT

CONVERSATION PROMPT:

What does recognition mean to you? Tell me about a time you've been meaningfully recognized.



ACTION ITEM:

As you think about our team, what are some of the behaviors, habits or character traits you think should be recognized and celebrated? RECOGNITION & APPRECIATION LEVEL 2 · CLARITY

According to Gallup's analysis, only one in three workers in the U.S. strongly agree that they received recognition or praise for doing good work in the past seven days

Source: 2016 Gallup Survey

RECOGNITION & APPRECIATION LEVEL 2 • CLARITY

CONVERSATION PROMPT:

Have you received recognition or praise for doing good work in the past seven days?

If yes, what was it? If no, can I share some with you?



ACTION ITEM:

In the next seven days, recognize or praise one of your colleagues for doing good work.

RECOGNITION & APPRECIATION LEVEL 3 • MAXIMIZATION



U.S. Department of Labor statistics show the number one reason people leave organizations (64% of people) is that they "don't feel appreciated."

Source: 2016 Gallup Survey

RECOGNITION & APPRECIATION LEVEL 3 • MAXIMIZATION

CONVERSATION PROMPT:

Tell me about a time you felt really appreciated.



ACTION ITEM:

Keep an eye out this week for a teammate using their strengths in action. Think of a way to recognize them for it.

Let me know how it goes.

RECOGNITION & APPRECIATION LEVEL 4 • PSYCHOLOGICAL SAFETY



Employees who do not feel adequately recognized are twice as likely to say they'll quit in the next year

Source: 2016 Gallup Survey

RECOGNITION & APPRECIATION LEVEL 4 • PSYCHOLOGICAL SAFETY

CONVERSATION PROMPT:

Why do you think there is such a strong connection between retention and employee appreciation?



ACTION ITEM:

Determine what 'adequate recognition' would mean for you.

Let's discuss in our next meeting.

EMPLOYEE DEVELOPMENT LEVEL 1 • RAPPORT



71% who said they are likely to leave an organization within two years credited this to feeling dissatisfied with how their leadership skills are being developed.

Source: Deloitte 2016 Millennial Survey

EMPLOYEE DEVELOPMENT LEVEL 1 • RAPPORT

CONVERSATION PROMPT:

What skills do you think are important for a great leader to possess?



ACTION ITEM:

How would you rate yourself in each of these areas?

Let's discuss in our next meeting.

EMPLOYEE DEVELOPMENT LEVEL 2 • CLARITY



94% of employees say they would stay at a company longer if it invested in their career development.

Source: LinkedIn 2018 Workplace Learning Report

EMPLOYEE DEVELOPMENT LEVEL 2 · CLARITY

CONVERSATION PROMPT:

What are you hoping to gain from a career standpoint during your time with us?



ACTION ITEM:

What is one thing I can do for you that I'm not already doing to help you develop your career?

EMPLOYEE DEVELOPMENT LEVEL 3 • MAXIMIZATION



42% of employees say learning and development is the most important benefit (after salary) when deciding where to work.

Source: 2018 Udemy Millennials at Work Report

EMPLOYEE DEVELOPMENT LEVEL 3 • MAXIMIZATION

CONVERSATION PROMPT:

What would change for you if you had access to an unlimited learning & development budget?



ACTION ITEM:

Knowing what you know about our budget, what's one way we could invest in your development this quarter?

EMPLOYEE DEVELOPMENT LEVEL 4 • PSYCHOLOGICAL SAFETY



When asked about career development, more than a third of employees surveyed did not believe that employer-provided training was effective in developing and advancing their careers.

Source: Saba 2017 State of Employee Engagement Report

EMPLOYEE DEVELOPMENT LEVEL 4 • PSYCHOLOGICAL SAFETY

CONVERSATION PROMPT:

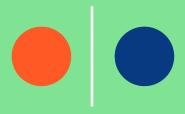
Why do you think employer provided training sometimes falls short?



ACTION ITEM:

Imagine you're training someone new to do your job. How would you approach it? New ideas welcome!

ONBOARDING LEVEL 1 · RAPPORT



88% of employees think their employer did a poor job with the onboarding process.

Source: Gallup 2017 State of the

American Workplace Report

ONBOARDING LEVEL 1 · RAPPORT

CONVERSATION PROMPT:

Tell me about a time you experienced a poor onboarding process.



ACTION ITEM:

How could we better share our values and build strong relationships with new employees who join our team?

ONBOARDING LEVEL 2 · CLARITY



New employees who went through a structured onboarding program were 58% more likely to be with the organization after three years.

Source: The Wynhurst Group

ONBOARDING LEVEL 2 · CLARITY

CONVERSATION PROMPT:

Why do you think there's a link between structured onboarding and employee retention?



ACTION ITEM:

Imagine you're a manager, what's one radical idea you would consider when onboarding new employees? ONBOARDING LEVEL 3 • MAXIMIZATION



Organizations with a strong onboarding process improve new hire retention by 82% and productivity by over 70%

Source: Glassdoor

ONBOARDING LEVEL 3 · MAXIMIZATION

CONVERSATION PROMPT:

Why do you think a strong onboarding process improves productivity?



ACTION ITEM:

What can I do to help new members of this team reach productivity earlier in their tenure with us?

ONBOARDING LEVEL 4 • PSYCHOLOGICAL SAFETY



Nearly 33% of new hires look for a new job within their first six months on the job

Source: Impact Institution 2013 Onboarding Report

ONBOARDING LEVEL 4 • PSYCHOLOGICAL SAFETY

CONVERSATION PROMPT:

Why do you think some new hires start job searching very early?



ACTION ITEM:

Based on that reflection, what's one new idea we could consider when onboarding new employees onto our team?