

Conversation Starters

Get What You Need

D1 Conversation Starters

Match Me with **S1**

| D1 Needs to ... | What to Say to Get an S1 Match |
|--|---|
| Clarify purpose of the meeting | I need to talk to you about (add topic). |
| Confirm SMART goal | I need to understand what a good job looks like. What do you expect me to have accomplished and by when? How will we determine whether I've been successful or not? |
| Identify transferable skills | The transferable skills I have that will help me achieve my goal are (list transferable skills and experience). |
| Express enthusiasm | I'm really excited to get started on this goal. |
| Get Style 1 agreement (development level and leadership style) | Since I have never done this exact goal before, I need direction to be successful. Can you do that? Do we agree that I am at D1 on this goal, so I need an S1 leadership style? |
| Develop learning plan | I need a learning plan—what I should do first and a series of next steps. What should I begin working on now? What should I study, read, or review? |
| Get direction on how; ask for examples | I need a demonstration on how to do this. Can you show me or recommend someone who can? What direction or advice do you have for me? |
| Seek feedback | I need your feedback on how I am doing. What could or should I be doing differently? |
| Check for understanding and alignment | Let me recap the direction you've given me so I know we're aligned I intend to (list actions) by (give date). What have I missed? Is there anything else I need to take note of? |
| Establish follow-up action | Let's schedule our next meeting. |

Conversation Starters

Get What You Need

D2 Conversation Starters

Match Me with **S2**

| D2 Needs to ... | What to Say to Get an S2 Match |
|--|--|
| Clarify purpose of the meeting | I need to talk to you about (add topic). |
| Confirm SMART goal | I need to confirm my goal. As I understand it, my goal is to |
| Get Style 2 agreement (development level and leadership style) | Since I'm still learning how to do this goal or task, I'd like to share my ideas, but I also need direction and support from you. Do we agree that I am at D2 on this goal, so I need an S2 leadership style? |
| Share concerns | I need to discuss concerns I have about my lack of progress on this goal. My concerns are (express concerns) I'm a feeling a bit discouraged because (explain reasons) |
| Gain perspective | I need perspective on how I feel about the progress I'm making. I need to understand why this goal is important to the organization. I need help aligning the goal to my work values and purpose. |
| Initiate problem solving | I'm stuck. I need your advice about what I should do next. Your insight on alternative ways to approach this goal would be helpful. What else should I be considering and why? |
| Get coaching | I need you to show me how—or your help to identify someone who can show me. What information or resources do you have that would be helpful to me? |
| Seek feedback | I need your feedback. What could or should I be doing differently? |
| Check for understanding and alignment | Let me recap what we've decided so far. I want to be sure of my next steps, which are |
| Establish follow-up action | How will we stay in touch on this goal? By when do you need an update from me? Let's schedule our next meeting. |

Conversation Starters

Get What You Need

D3 Conversation Starters

Match Me with **S3**

| D3 Needs to ... | What to Say to Get an S3 Match |
|--|---|
| Clarify purpose of the meeting | <p>I need to talk to you about (add topic).</p> <p>I need a sounding board—to run some ideas past you and get your perspective</p> |
| Reconfirm SMART goal | <p>I need to confirm my goal. As I understand it, my goal is to</p> <p>Given what I've learned, I need to discuss details of my goal that may need to be negotiated.</p> <p>I need your help to reframe my goal in a way that makes it more relevant to my work values and purpose.</p> |
| Get Style 3 agreement (development level and leadership style) | <p>I need to feel more confident (about my competence).</p> <p>I need to feel more optimally motivated (about this goal).</p> <p>Do we agree that I am at D3 on this goal, so I need an S3 leadership style?</p> |
| Express feelings and share concerns | <p>I need to express what I'm feeling about the goal at this stage.</p> <p>I need to explain what I'm thinking</p> |
| Seek feedback | <p>I need feedback on</p> <p>I need your perspective on what I have done well.</p> <p>What specific examples can you provide in which I've demonstrated competence on this goal—or parts of the goal?</p> <p>Here's what I've accomplished Am I on target?</p> |
| Engage in proactive problem solving | <p>The problem or issue that needs to be addressed is</p> <p>The impact this problem or issue is having is</p> <p>Alternatives I've considered and the pros and cons of each are</p> <p>My recommendation is</p> <p>I need your insight on my problem-solving process and solution.</p> |
| Get coaching | <p>I need your help with some things getting in my way.</p> <p>What information, resources, or approaches would help me do this faster or better?</p> <p>Have I missed anything? What else should I be thinking about?</p> |
| Seek relevance | <p>I need you to remind me why it is important. How is what I'm doing making a difference?</p> <p>I need your help in aligning this goal with my work values and purpose.</p> |
| Reconnect | <p>I'll let you know when I'd like to meet again.</p> |

Conversation Starters

Get What You Need

D4 Conversation Starters

Match Me with **S4**

| D4 Needs to ... | What to Say to Get an S4 Match |
|--|--|
| Clarify purpose of the meeting | I need to update you on what I've been working on I'd like to share with you what I'm excited about |
| Review SMART goal | Here's what I've accomplished on my goal Given my experience, I realize there are details of my goal that need to be reconsidered. |
| Get Style 4 agreement (development level and leadership style) | While I don't need help on this goal, I plan to keep you informed by Do we agree that I am at D4 on this goal, and need an S4 leadership style? |
| Share success | I'm pleased to tell you that (share achievements). The feedback I've received is (share feedback). The reason I think this is important is |
| Seek feedback | I need your feedback on what I could do to maximize my effectiveness on I'm interested in how you think my goal is contributing most to the organization. |
| Negotiate for autonomy/ authority | I need your authorization to make decisions and take action without prior approval on issues related to this goal. To do my job effectively, I need the following resources (time, personnel, budget) I'd like to propose a plan for earning the trust necessary for you to delegate the authority for me to act independently. |
| Leverage experience | I believe I can benefit the organization by I need a champion for ideas I have for sharing my experience with others in a meaningful way. Where are opportunities for me to teach or mentor others? |
| Seek challenge and opportunities to be creative | As I was working on this goal, I had another idea A new stretch goal for me would be What would challenge me is Something I'd like to learn is |
| Reconnect | Here's how I'd like to stay in touch (set up plan). When can I expect to hear back from you on the commitments you've made to me? |