

Start-up

Conversation Guide for managers

A conversation about the best way to work together not only helps you to understand your people but also helps them to understand how to work with you.

PURPOSE: To set the foundation for a successful working partnership*

HOW LONG: 20 to 30 minutes

HOW OFTEN: Once, then refreshed whenever needed



To lead a start-up conversation

Say something like

1. Open with a warm welcome

Explain the purpose of the conversation.
Emphasize their value.

Welcome, it's great to have you with us!

This is to explore what will make the best working partnership for us both.

Your contribution is important because...

2. Explore what a great relationship looks like

What day to day approach will work best?

Cover areas such as how often to catch up, how to get and give feedback, etc.

In your past working relationships, what has worked best for you?

From my side, what's important is...

What values are important to us at work?

Explore the *top two or three* personal values you each hold and how these may influence your approach.

Two values that stand out for me are [X] and [Y].

These mean that...

What do you see as the two most important values for you?

What boundaries are there?

Cover any expectations you have.

Check whether they have any expectations you need to know about.

Knowing what's non-negotiable in the way we work together is equally important.

From my side, [X] and [Y] are essential because...

What important expectations do you have?

3. Summarize the discussion

Thank them for their involvement and explain that this is an ongoing conversation.

Check for questions.

Finish on a positive note.

Thank you for your ideas. Let's keep adding to this.

Is there anything else that it would be helpful to discuss?

The next step will be to...

It's great to have you on the team.

* Although the earlier you hold this conversation the better, you can hit the reset button at any time.

Examples of Values

Values play a huge part in what makes us tick and, therefore, how we act. They influence our behavior in almost every way, including our choice of goals, the way we make decisions, what we prioritize. Here are a few examples (there are more online at www.oilintheengine.com/resources).

<i>Accountability</i>	<i>Empathy</i>	<i>Insightfulness</i>	<i>Respect</i>
<i>Adaptability</i>	<i>Energy</i>	<i>Integrity</i>	<i>Risk-taking</i>
<i>Agility</i>	<i>Enthusiasm</i>	<i>Kindness</i>	<i>Safety</i>
<i>Authenticity</i>	<i>Environment</i>	<i>Learning</i>	<i>Security</i>
<i>Autonomy</i>	<i>Equality</i>	<i>Legacy</i>	<i>Social connection</i>
<i>Big-picture thinking</i>	<i>Excellence</i>	<i>Logic</i>	<i>Spirituality</i>
<i>Beauty</i>	<i>Fairness</i>	<i>Loyalty</i>	<i>Status</i>
<i>Calm</i>	<i>Faith</i>	<i>Meaning</i>	<i>Stewardship</i>
<i>Challenge</i>	<i>Family</i>	<i>Nature</i>	<i>Success</i>
<i>Confidentiality</i>	<i>Financial security</i>	<i>Optimism</i>	<i>Teamwork</i>
<i>Courage</i>	<i>Fitness</i>	<i>Orderliness</i>	<i>Timekeeping/management</i>
<i>Creativity</i>	<i>Fun</i>	<i>Patience</i>	<i>Tradition</i>
<i>Curiosity</i>	<i>Giving back</i>	<i>Patriotism</i>	<i>Travel</i>
<i>Decisiveness</i>	<i>Growth</i>	<i>Power</i>	<i>Trust</i>
<i>Diplomacy</i>	<i>Honesty</i>	<i>Purpose Recognition</i>	<i>Variety</i>
<i>Discipline</i>	<i>Independence</i>	<i>Reliability</i>	<i>Vision</i>
<i>Diversity</i>	<i>Industriousness</i>	<i>Resilience</i>	<i>Wealth</i>
<i>Drive</i>	<i>Initiative</i>	<i>Resourcefulness</i>	<i>Wellbeing</i>

Examples of Boundaries

Boundaries may range from day-to-day expectations to essential standards of behaviour such as:

<i>Attitudes and accountability</i>	<i>Opportunities to develop</i>
<i>Work-life balance</i>	<i>Social media use</i>
<i>Dress code</i>	<i>Support</i>
<i>Ethics</i>	<i>Transparency and openness</i>
<i>How mistakes are handled</i>	<i>Wellbeing</i>