Now it’s time to transition the conversation to focus on creating engagement. This will include working together to develop action plans to improve engagement.

Use your prior discussion points from the Share & Learn step to continue talking about areas of opportunity and strengths for your team. This phase can be combined in the same meeting as the Share and Learn or you may decide to schedule a second meeting to develop action plans.

- Discuss which Q12 items the team should focus on.
- Identify team performance goals.
- Brainstorm action ideas to improve engagement.
- Complete Engagement Action Plans for the organization and team goals.
- Identify when you will review progress.

Focus on Three Areas

The objective of this step is to develop three action plans to improve results. Two action plans will focus on your team’s engagement needs. A third action plan should focus on how your team can help impact the overall organization engagement goal. Each campus will identify one item from the overall survey results to focus on.

You will need a clear plan for facilitating this discussion. You will be working as a team to prioritize and focus on the identified engagement priority areas and may need to meet several times to finalize your action plan details.

1 Engagement Opportunities

Collaborate to identify which Q12 items are a priority for the team.
Ask the team to prioritize the items and select the top two items they feel can act on and improve.
Focus on one strength and one opportunity, as well as the selected organization engagement goal.

2 Team Performance Goals

Collaborate to identify the team’s most important performance goals.
Prioritize the goals and identify 2-3 goals to focus on.
Link engagement opportunities to team performance goals to help your team see the impact of engagement on performance.

3 Action Items

Collaborate to identify 2-3 actions the team can take to improve engagement and impact performance.
Determine ownership for each action and establish a way to measure success, including timeframe for achievement.

In this section, we suggest you focus on both your team’s performance goal and engagement. To learn more about why Gallup says you don’t have to choose between these two, explore the online article in Gallup’s Business Journal: Should Managers Focus on Performance or Engagement? (http://www.gallup.com/businessjournal/174197/managers-focus-performance-engagement.aspx)
Gallup suggests the following questions to lead a discussion around engagement and performance.

**Select an Engagement Item to Focus on and Actions to Take**
- Which engagement item do you think we should focus on to help us build engagement?
- What actions do we need to take to have an effect on this engagement item?
- What three to four immediate actions should we focus on first? Who can take ownership of these actions?

**Identify a Team Performance Goal**
- What are the three to four most important performance goals we face today?
- How would you prioritize these performance goals from least to most important for our team?
- Which performance goal should we focus on as a team?

The Engagement Action Planning template at the end of this guide can be used to help you successfully lead the action planning session. Use the template to record notes, observations and insights into actions to take.

**STICKY WALL BRAINSTORM TECHNIQUE**

As a facilitator for your team’s Engagement Talk, your goal will be to get the team involved in developing the action plan. Here’s an idea to use during your team discussion.

**Supplies: Pencils/Pens/Markers, Small and Large Post-It Notes, or Small Index Cards and Tape.**

As you brainstorm ideas, team members write their ideas on a sticky note. Have them write one idea or thought per sticky note. Some team members may find this an easier way to share their ideas then to share out loud.

*For example: After selecting the Q12 item that your team feels has the most opportunity, ask your team to brainstorm barriers to engagement for the indicated Q12 item. Write one barrier per sticky note.*

Bring all the sticky notes to a designated wall and post them. Work in small groups, or as a larger team to categorize like sticky notes together. Give each category a name. Vote on the most important categories and rank them. This is a great way to reach consensus as a group.