

Insight Strategies Engagement Interview™

Goals and Aspirations	Motivation	Expectations
<ol style="list-style-type: none"> 1. What would you most like to learn? 2. Imagine you are looking back over your career, what would you like to be known for? 3. What is your perfect or ideal job description? 4. What's your vision for yourself, personally and professionally? 5. Where do you see yourself in one, three, and five years? (Retire will come up.) 6. What will you need to develop/learn to achieve success in your next responsibility/position? 7. How do you want to be remembered? 8. Are there any other positions or career tracks across the organization that are of interest to you? And what makes it interesting? 9. Since transition planning is critical to X organization's long-term success, when do you plan on retiring? 10. How far up do you see yourself going in the organization? 11. What are you desired potential next moves? 12. What skills, knowledge, and experiences do you think are needed to prepare you for your next move? 	<ol style="list-style-type: none"> 1. What about your work do you enjoy most? What would you like to do more of? 2. What about your current work do you least enjoy? What would you like to do less of? 3. If you weren't in "x industry," what would you do? Why? 4. What accomplishments are you most proud of? 5. What was the best day at work you've had in the past 3 months? 6. What was the worst day at work you've had in the past 3 months? 7. What quality or qualities do you possess that you are most proud of? 8. What part of your job gives you a "charge"? 9. In what ways do you want to learn and contribute in more ways than you are now? 10. Describe the best Manager you have worked for. 11. What job were you most excited about in your work history...why were you excited to come to work? 12. What training have you attended in the past? How did you apply it back on the job? Impact? 	<ol style="list-style-type: none"> 1. What characteristics do you believe are critical for success within the organization? 2. What characteristics do you believe are detrimental to success within the organization? 3. What do you believe to be your top 5 job accountabilities/expectations? 4. How would you define your expected standard of performance? 5. What pressing issues and goals face the organization? How do you think you are expected to contribute to them? 6. How do you think you are expected to either address issues or contribute to goals? 7. How do you believe your job connects to the overall strategy/mission of X organization? 8. What is one specific way you have anticipated future trends that will impact the company and your role? 9. How do you measure success in your role? Or, how do you know at the end of the day that you have achieved success in your position? <p>(Discuss and compare their perceived expectations against your expectations of them.)</p>
Self-Assessment	Outside Assessment	Personal Interests
<ol style="list-style-type: none"> 1. How do you think you're doing/performing? 2. What are your top 1-2 strengths? 3. What are your top 1-2 areas for improvement? 4. What impact could it have by improving in these areas? 5. In what areas are you most likely to offer your expertise to others? 6. In what areas do you turn to others for assistance or expertise? 7. 2-3 Strengths? 2-3 Improvement areas? 8. What skills and talents do you have that I might not know about? <p>(Discuss and compare their self-assessment against your assessment of them.)</p>	<p>As this person's Manager, share the following:</p> <ol style="list-style-type: none"> 1. What have you observed and what have you heard from others about the person's capabilities? 2. What is the person's reputation among people at different levels in the organization? 3. In what areas do others turn to this person as a resource? 4. How well does this person perform in the areas critical to success in their job? 5. In what other positions/roles do you see this person in the short/long term? 	<ol style="list-style-type: none"> 1. What are some of the things you most enjoy doing? i.e. hobbies 2. What kind of civic or neighborhood involvement is important to you? 3. School, what have you studied? What would you like to study? 4. Favorite outdoor activities? 5. Favorite type of entertainment? 6. Favorite snack/food/drink? 7. Favorite restaurant?
		Closing The Conversation
		<ol style="list-style-type: none"> 1. What questions do you have for me? As your manager, what do you need more from me? What can I help you with? 2. What support do you need from me to be successful? 3. Do you have feedback for me, as your manager?

- **EVALUATE:** Where are the gaps?
- **OBSERVE:** What observations have you made regarding this person's preferred learning style? Work/Life balance needs? etc.
- **GIVE PERMISSION TO RECEIVE FEEDBACK** as their manager on how you can best work with this person. Possible questions: "What kind of training do you need to be successful?" "What support do you need from me to help you be successful?" "Who is the best boss you've ever worked for? What did they do?" "How connected do you feel to the team? (If insufficient) What would make you feel more connected?"

- **LISTEN** openly for content and feeling
- **EVALUATE:** What can you do with this information to impact performance?
- **TAKE ACTION:** Together devise a development plan for this employee that addresses areas of improvement and leverages their strengths and talents. Also, tweak the environment so that employee's unique contributions, needs, learning styles, talents are given free reinforcement.