



The Stay Conversation

*Making Engagement
Personal*

Tina Schust Robinson
Founder | WorkJoy

Thank you
for hosting
us this week!

The Association for
Animal Welfare
Advancement



Our time together

- Upfront logistics
- Our “why”
- Introductions
- Engagement basics
- The “stay” conversation
- Practice the framework
- The 4 Cs
- Requests
- Wrap up
- Questions





Upfront logistics

I loooooove LinkedIn - let's link!



I'll be asking you for feedback at the end –



thanks in advance!

If there's anything you want to explore,
other content I mention that you want,
questions you forget to ask...

contact me!



My guiding principles



We learn by
doing, not
just listening
– so you'll
be DOING



We learn
from each
other – so
you'll be
sharing



We like our
learning to
be relevant
– so you'll
be making it
real



Attention spans
are short, so
we'll mix up
slides, paired
conversations,
and group
discussions



It's Portland
– be your
unique quirky
selves



We will end
on time



Are you ready?



Who am I?





I'm Tina!

20+ years navigating humans + work

Corporate leadership roles in HR, consulting, and sales ops (PwC, Toyota, SAP, Fabletics, Savage X Fenty, others)

Founder of WorkJoy, a workplace consultancy unleashing the vibrant potential of humans at work through:

- Coaching (personal and leadership)
- Facilitation + keynote speaking

Adjunct faculty at Loyola Marymount University

Exec MBA coach for UCLA

Named to Engagedly's top 100 HR influencers of 2023

Graduate of U. of Virginia + U. of Michigan (MBA)

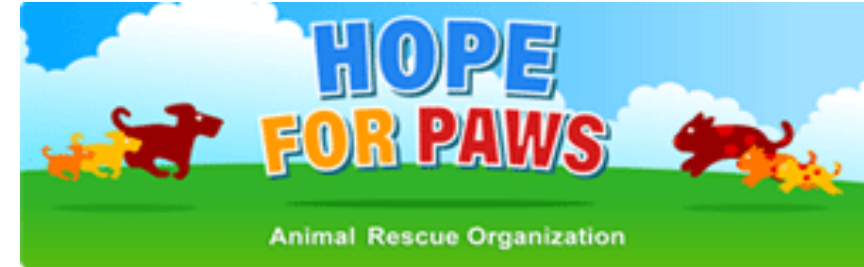
Live in Los Angeles with writer husband and two parrots

Let's link – [*tinaschustrobinson*](https://www.linkedin.com/in/tinaschustrobinson) or QRC!





Lover of animals for decades – *feathered, furred, and floating*




Why I am here

Engagement matters

- Humans spend ~90K hours at work over a lifetime
- Disengagement remains high and unemployment remains low
- 51% of currently employed workers are seeking a new job and only 28% describe their organization as a great place to work
- Leaders affect engagement
- We leave jobs because of poor leadership
- Each of us in this room has been shaped by and learned from good and poor leaders
- WE CAN MAKE A DIFFERENCE



The background of the slide features two goldfish swimming in a dark blue tank. The goldfish on the left is orange with a large blue eye, and the one on the right is reddish-orange with a large green eye. They are surrounded by vertical strands of heart-shaped coral in shades of orange and red.

Why are YOU here?
Say hello to your neighbors

*What's your challenge with engagement at work?
What makes YOU feel engaged at work?*

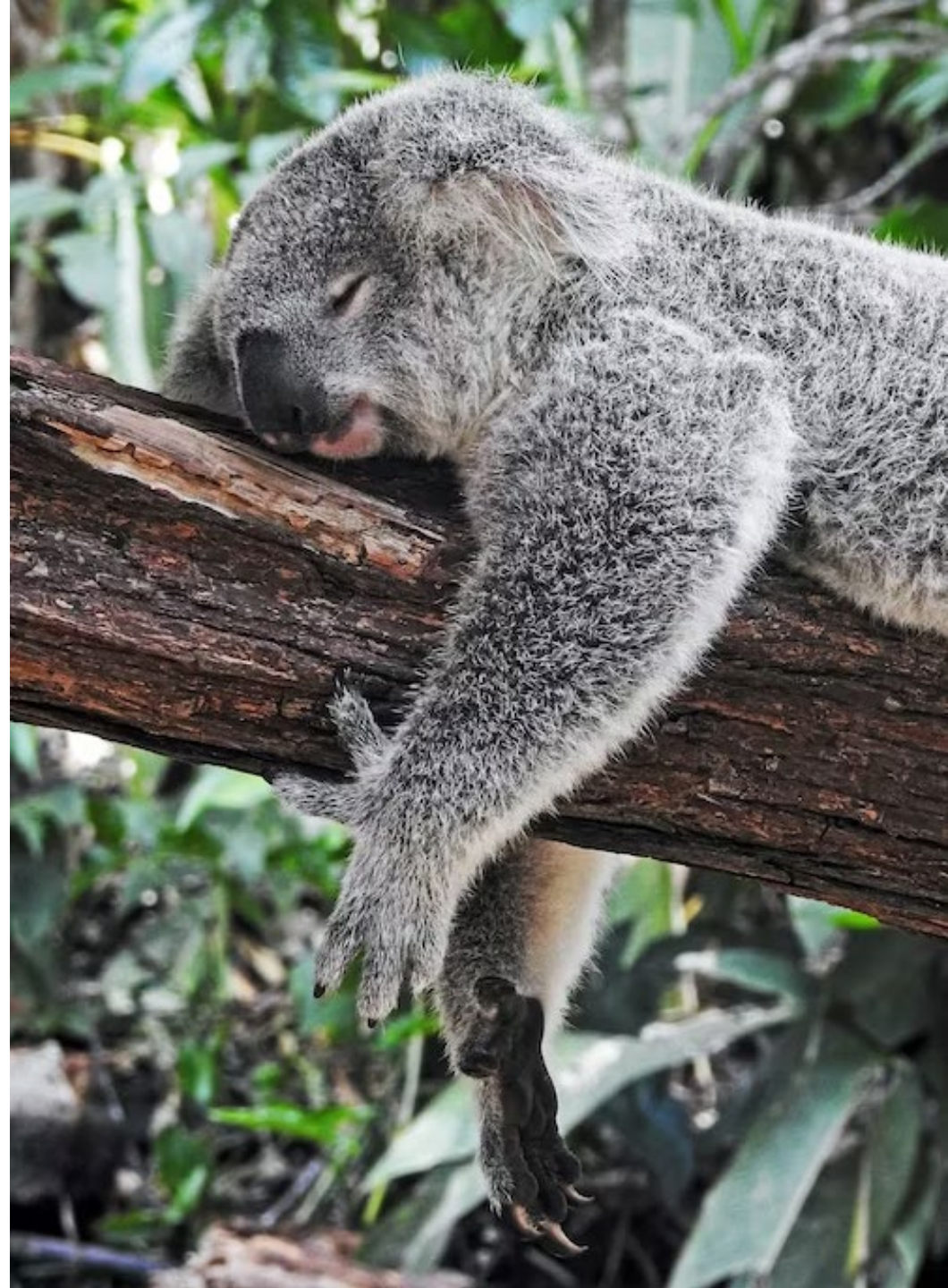
A close-up photograph of an owl's face, showing its large, bright yellow eyes and intricate brown and white feather patterns. The owl is looking directly at the camera. The background is a solid green color.


What we know about engagement

And what we forget

Engagement remains a struggle

- Engagement describes emotional involvement in our work – the passion we invest and motivation we feel to do our jobs well
- Continuing to fall (per Gallup numbers – U.S. peak of 36% in 2020, 34% in 2021, 32% in 2022 – even lower globally)
- 51% of currently employed workers say they are watching for or actively seeking a new job
- Only 28% would recommend their organization as a great place to work
- Costs \$7.8T in lost productivity globally per Gallup's 2022 *State of the Global Workplace*





Engagement is NOT just an event
or a program.
(But you know this.)

Why aren't we making progress?

Because we forget that engagement is *personal*

By appealing to the needs of the many, we forget the needs of the one

Big programs rarely affect emotional involvement, passion investment, and intrinsic motivation

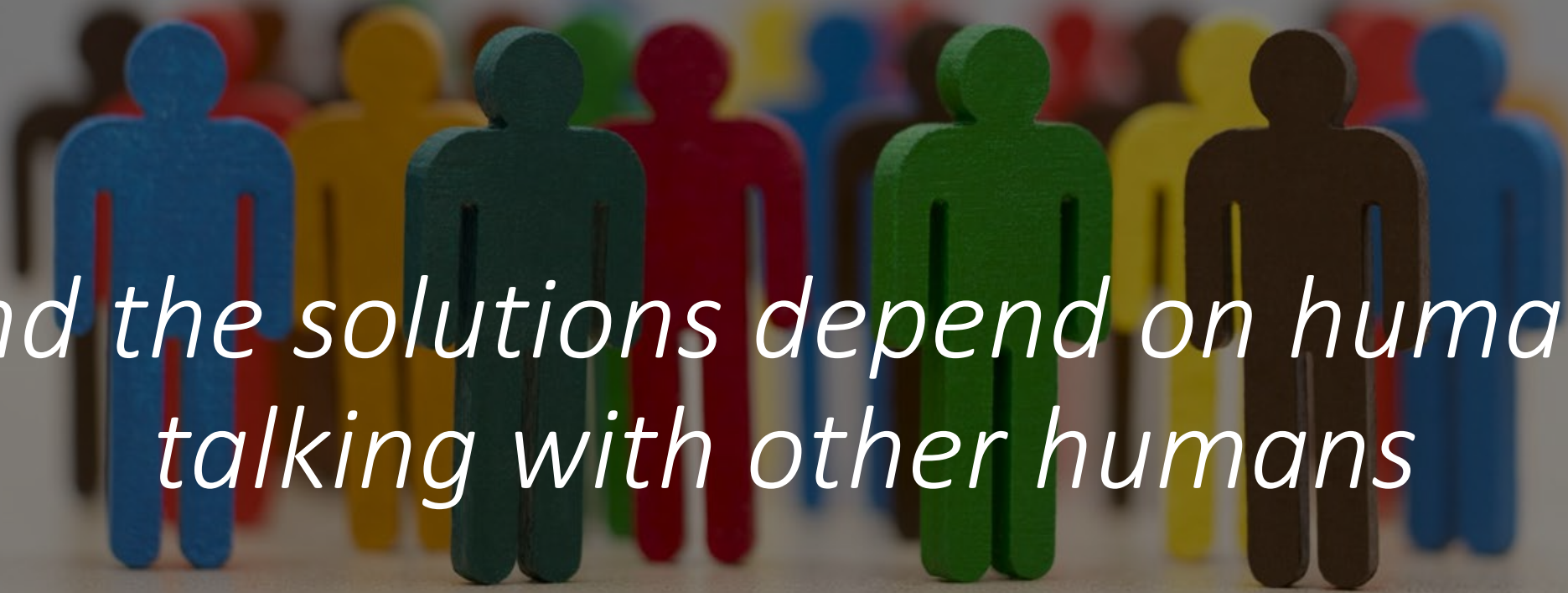
STAY
IN YOUR
NEST!


We stick around, invest
more, and go deeper
for different reasons



Engagement is a HUMAN challenge –

*and the solutions depend on humans
talking with other humans*





Engagement requires your conversations – not just company programs and surveys

“...top leaders don’t adhere to simple formulas and performance hacks. Instead, they...help people unlock their creativity, purpose, and results by having conversations that make them feel productive, safe and appreciated.”

Per Gallup...

8 in 10 employees who report having meaningful conversations in the past week with their manager are engaged –
REGARDLESS of # of days in office

But...just 16% of employees say the last conversation with their manager was extremely meaningful



A faint, stylized image of a handshake is visible in the background, enclosed within a rectangular frame that resembles a glass display case. The image is dark and serves as a backdrop for the text.

And...

engagement emerges from an
alignment of needs and offers

A photograph of two brown camels facing each other, their heads close together. The background is a clear blue sky and a body of water. The image is used as a background for the text.

Introducing...

Your “stay conversation” framework

Create meaning
Support alignment
Inspire engagement

Let's explore

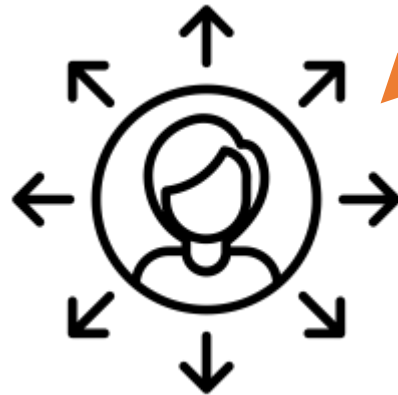
I need certain
things from work



An organization
needs certain things
from me



In exchange for
meeting my needs, I'll
offer certain things to
an organization



In exchange for
doing what it needs,
the organization will
offer me certain
things



How to uncover your needs

I need certain
things from work



- What do I need to be at my best?
- What flexibility/autonomy do I need?
- What balance between in-person and remote is optimal?
- What motivates and interests me?
- What do I need to feel connected to this culture?
- What factors in my job are most important to me?
- What is my preferred working style?
- What do I need to feel safe at work?



To be my best, I need:

Autonomy

The opportunity to do work I love

Respect for my expertise

Flexibility

Clear goals

Let's practice – ask a neighbor

You need certain things from work

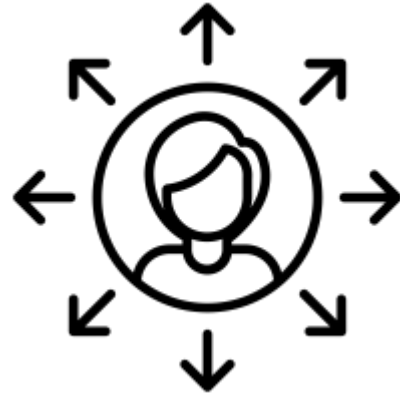


What do you need from work to be at your best?

- ✓ “Work” = you as the leader, the role, the team, the organization, etc.
- ✓ Ask “what else” to maintain dialogue – and express genuine curiosity
- ✓ You are aligning expectations and listening for potential disengagement warning signs

How to define your offer

**In exchange for
meeting my needs, I'll
offer certain things to
an organization**



- What are my strengths/capabilities?
- When am I at my best/in “flow?”
- What is my unique personal brand?
- What are my superpowers?
- What am I doing (with whom/where) when I feel the most engaged?
- In what role(s) do I add optimal value?
- How can I adapt to hybrid work expectations?
- What skills and abilities do I want to develop?

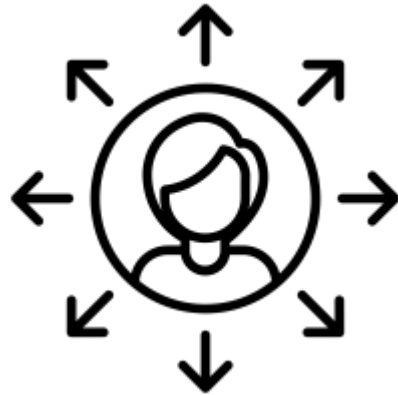


To optimize my strengths:

Create a psychologically safe environment so I can ask questions, try new things that may not work, and disagree in service of finding the best solutions.

Let's practice – ask a neighbor

In exchange for
meeting your needs,
you'll offer certain
things to our
organization



How can we optimize your
strengths, skills, and
experience?

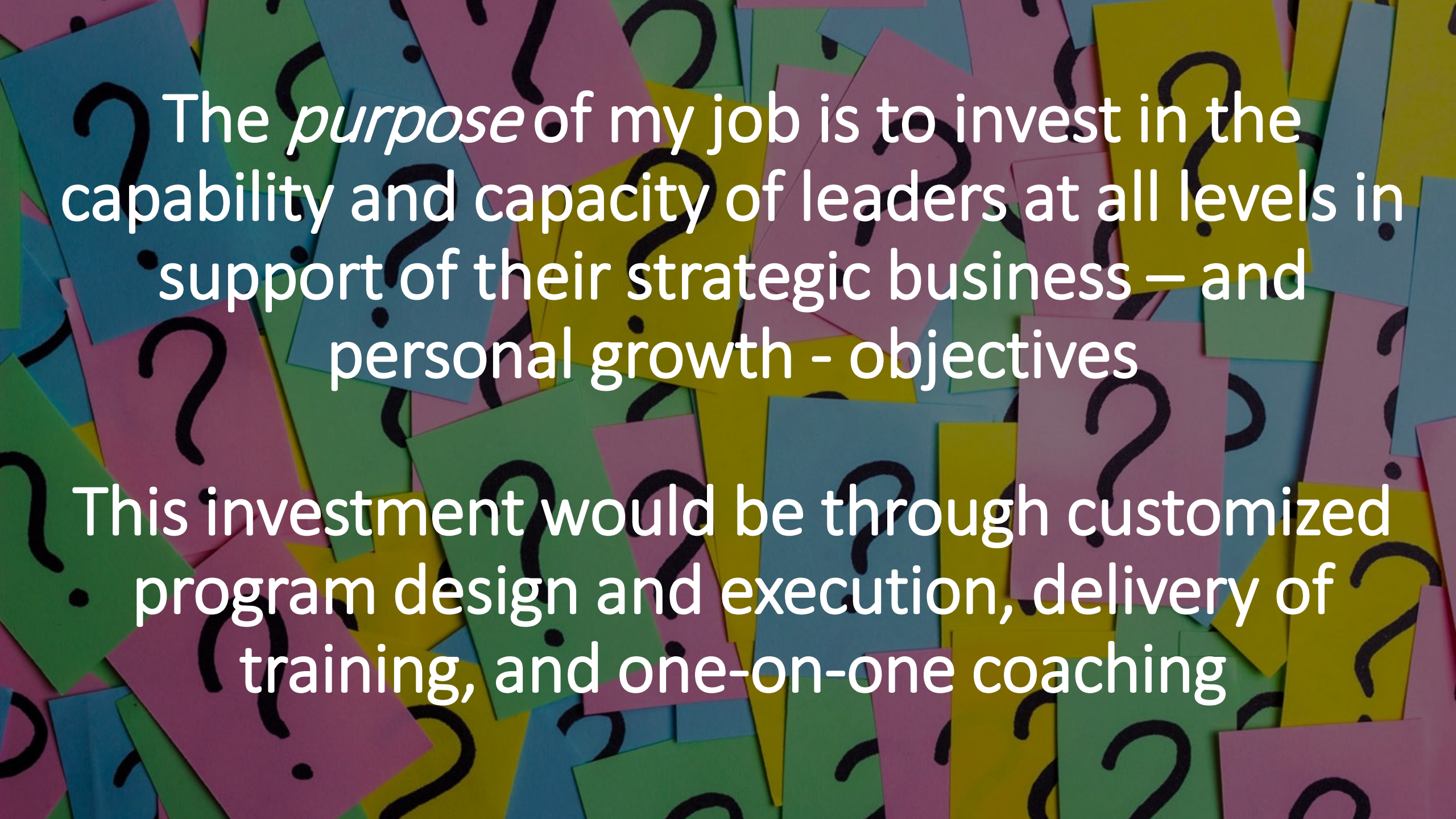
- ✓ How can we celebrate you being more YOU – so we can reap the benefits?
- ✓ Ask “what else” to maintain dialogue – and express genuine curiosity
- ✓ Listen for requests for development and opportunities for growth (“I’d love to get better at X...”)

Uncovering the organization's needs

- How would I define the purpose of my job?
- How clear are my job duties, goals, and performance expectations?
- How aligned am I with the organization's shared mission/vision?
- How do I demonstrate the organization's values and contribute positively to the culture? Can I do more?
- How well do I understand the business needs – and how willing am I to adapt to meet them?
- How flexible am I as we all navigate the “new normal” at work?



An organization
needs certain things
from me

The background of the image is a dense, overlapping collage of numerous rectangular sticky notes. These notes are in various colors including shades of blue, green, purple, yellow, and pink. Each sticky note features a large, bold, black question mark. The text is overlaid on this pattern in a clean, white, sans-serif font.

The *purpose* of my job is to invest in the capability and capacity of leaders at all levels in support of their strategic business – and personal growth - objectives

This investment would be through customized program design and execution, delivery of training, and one-on-one coaching

Let's practice – ask a neighbor

Our organization
needs certain
things from you



How do you define the
purpose of your job?

- ✓ Follow-up question – how does that purpose align with your personal purpose?
- ✓ We are intrinsically motivated when we feel our work is part of something larger – our personal vision and an organizational vision that inspires
- ✓ Listen for opportunities to inspire a shared vision

Clarifying + optimizing the organization's offer

- What parts of work excite me the most?
- What does the organization not offer that would increase my excitement about work?
- Which benefits are most appealing? Which do I most frequently use?
- How does my physical workspace support (or hinder) me from doing my best work?
- What materials/equipment do I need to do my work most effectively?
- How can the organization support my sense of belonging?



**In exchange for
doing what it needs,
the organization will
offer me certain
things**

The background of the entire image is a blue gradient with a dense shower of multi-colored confetti (red, yellow, green, and white) falling from the top, creating a celebratory atmosphere.

I am most excited by:

The opportunity to make a difference in the lives
of individual humans

Seeing people advance in their careers as a result
of my offerings

Seeing people increase their self-awareness and
become better and engaging with other humans

Honing my skills and gaining new experiences that
make me better at what I do

Let's practice – ask a neighbor

In exchange for
meeting your needs,
our organization will
offer you certain
things



What parts of work excite
you the most?

- ✓ “Work” = the leader, the team, the organizational mission/vision, culture, benefits, growth opportunities
- ✓ Ask “what else” to maintain dialogue – and express genuine curiosity
- ✓ Listen for opportunities to expand what’s working – and address what isn’t exciting

Four C tips for achieving alignment

I need certain things from work



An organization needs certain things from me



In exchange for meeting my needs, I'll offer certain things to an organization



In exchange for meeting its needs, the organization will offer me certain things



Four tips for your next conversation

S

T

A

Y



Get clear

Explain the conversations
Co-create desired outcomes
Regularly review and revise
Share actionable feedback
Celebrate successes

A background image showing three hands holding white ceramic coffee cups filled with dark liquid, likely coffee, on a light-colored surface. The hands are positioned around the cups, suggesting a social gathering or meeting.

Get comfortable

Create a safe environment by collaborating on the right time and place to connect

(You can have virtual coffee – don't use remote work as an excuse not to have meaningful conversations)

The background is a dark grey or black surface covered with a pattern of hand-drawn lightbulbs. Most of the lightbulbs are small and drawn in a light grey or white chalk-like style. They are scattered across the entire frame. One lightbulb, located on the right side of the image, is significantly larger than the others and is drawn in a bright yellow color. This yellow lightbulb is positioned behind the text 'Make the questions your own' and 'Incorporate into regular meaningful conversations'.

Get creative

Make the questions your own

Incorporate into regular meaningful conversations

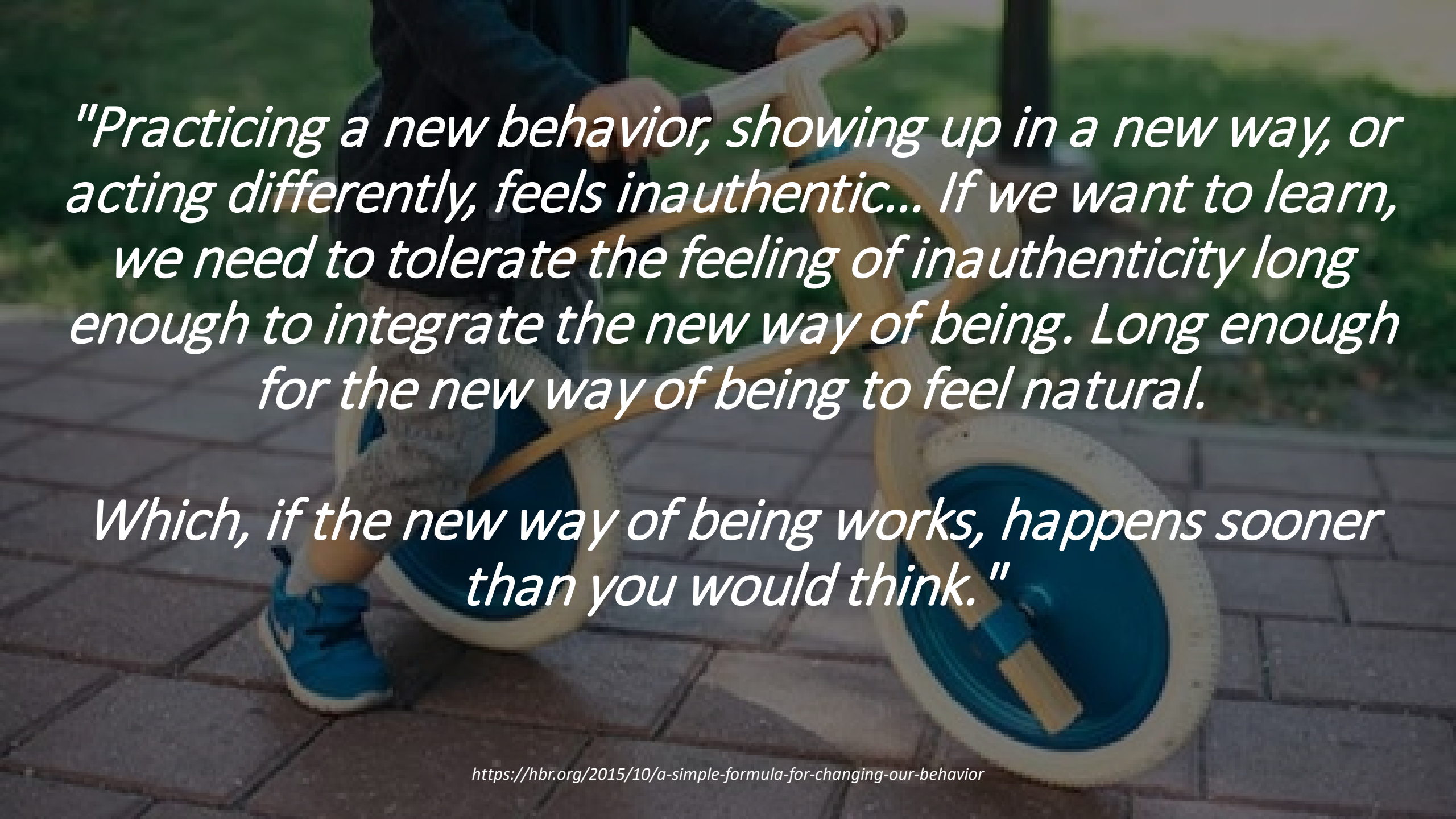
Get curious

A close-up photograph of a llama's face, specifically its eyes and nose, looking through a horizontal wooden slat. The llama's fur is a mix of brown and white. The background is a bright blue sky with some white clouds. The text is overlaid on the image in a white, sans-serif font.

Listen actively, show empathy, ask follow-up questions, and share how YOU seek alignment

The background is dark gray with a subtle, repeating checkered pattern of light gray squares. The word 'FEMINIST' is written in a large, light gray, sans-serif font, slanted diagonally from the top left towards the center. A large, light gray, stylized bracket is positioned on the right side, spanning vertically from the middle to the bottom of the frame.

Almost done!

A child is riding a wooden balance bike on a paved path. The bike is light-colored wood with blue wheels and a blue seat. The child is wearing blue sneakers and dark pants. The background is a blurred green lawn and a dark fence.

"Practicing a new behavior, showing up in a new way, or acting differently, feels inauthentic... If we want to learn, we need to tolerate the feeling of inauthenticity long enough to integrate the new way of being. Long enough for the new way of being to feel natural.

Which, if the new way of being works, happens sooner than you would think."

Take those first steps

Acknowledge the “weirdness”

Schedule your conversations

Practice the questions with
trusted resources

(colleagues, coach, mentor)

Learn from the experience

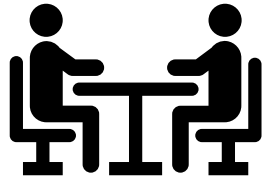
Do it again



To wrap up...



Engagement influences retention – but **engagement is personal** and means something different to each of us (**we stay for different reasons**)



Engagement flows from alignment between individual and organizational needs and offers – and can be explored via **meaningful conversations**



Ask questions to align individual + organizational needs and offers as part of regular conversations – **use the framework**



Get **clear, comfortable, creative, and curious** – practice active listening and make these questions your own, and you're on your way to greater engagement

Two last requests before we take questions...

Let's link!



Share feedback!

**Give feedback to Tina**

1. Scan this QR code



or go to talk.ac/tinarobinson

2. Enter this code on the screen

PORTLAND

Powered By 

Share feedback and receive a free worksheet to help prep your stay conversations!

A brown dog, possibly a pit bull mix, is standing on its hind legs. Its right front paw is raised high towards a white door. The dog is looking up at the door with its mouth slightly open. It wears a black collar with a red tag that says "MIA". The background is a white door with some peeling paint at the bottom. The floor is made of light-colored tiles.

Questions?

THANK YOU.

