

# The Art of Engagement

A pre-cursor to change management

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Hello! I am a licensed mental health therapist turned project manager and change manager.

I spent 20 years working within various agencies as a therapist, walking alongside hurting teens/kids and their families.

I began my second career 7 years ago at L&I where I was tasked to implement a collaborative care program for providers. During my time there and at OFM now, I am privileged to take my therapy skills and apply them to people and projects within the state systems.

**My motto:** Projects come and go but the people and change are constant. Connection creates pathways for successor.



We are hardwired to connect  
with others, it's what gives  
purpose and meaning to our lives,  
and without it there is suffering.

Brené Brown

# Agenda

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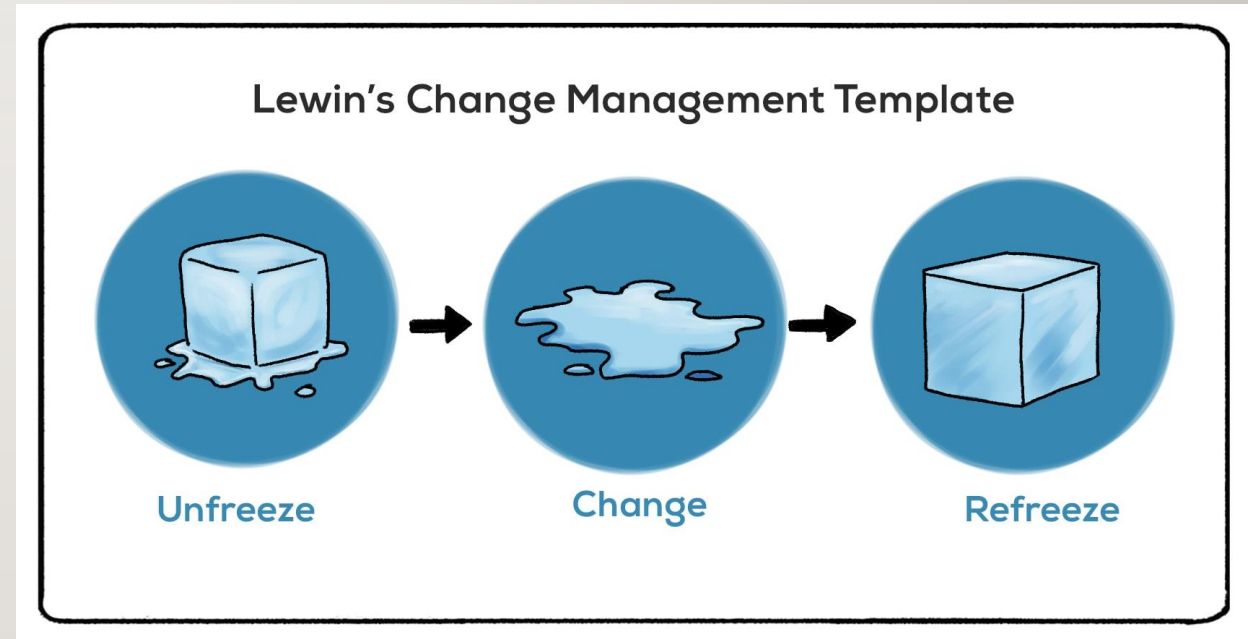
- Engagement leads to better change outcomes!
- Engagement 101
  - Understanding what engagement looks like
  - Meeting people where they are at, not where you think they should be
  - The story of Kevin
- Psychological Safety creates buy-in and trust
  - Engagement 101: Empathy
- Small Talk is the door to open

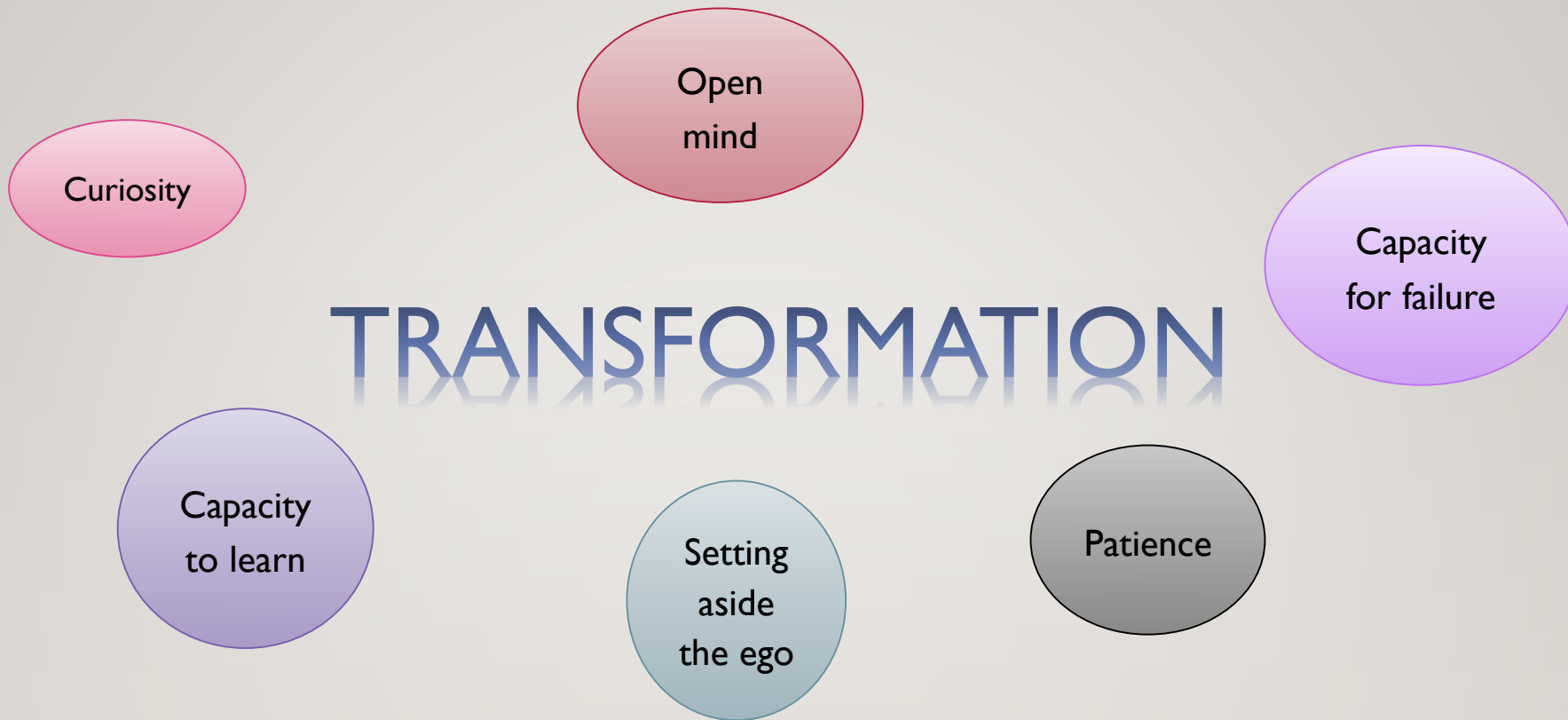


# Engagement = Optimal Change Mindset

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- Engagement is **personal**
  - Kurt Lewin's 3 step model
  - Building Awareness to get to Desire





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Engagement = Optimal Change Mindset (OCM)

# Engagement 101

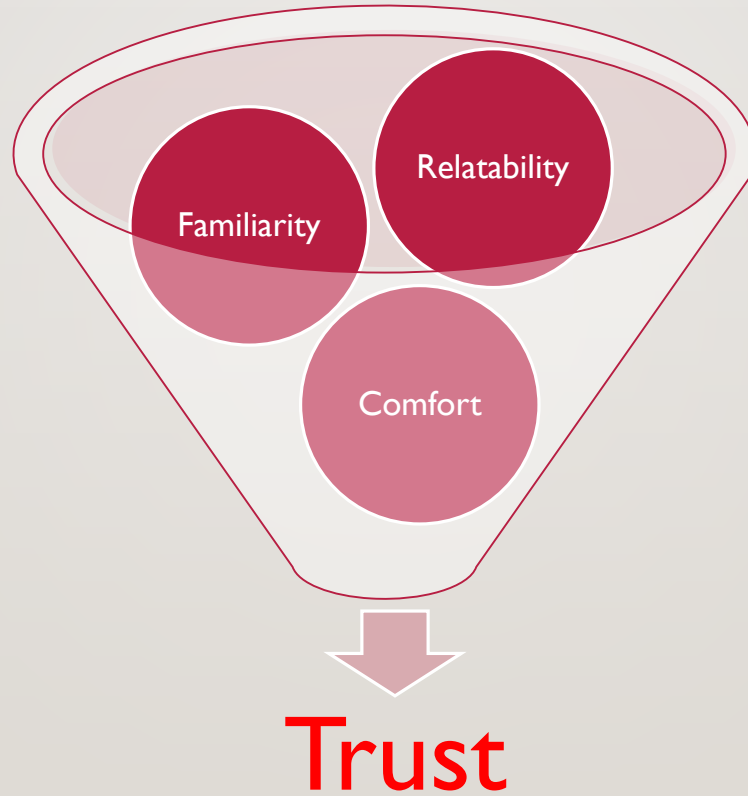
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- Engagement is the psychological investment and positive involvement of individuals in **their** world.
- Requires authenticity and genuine interest in another person or group.
- There is no one right method to engage since it is based on the individual and/or group culture.
- **It is squishy!!!!**

Engagement = Relationship building  
= OPTIMAL CHANGE MINDSET (OCM)

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What would  
you add?



What would you  
take away?



## Creating Psychological Safety is Engagement

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Giving the knowledge that you accept others for who they are, not who you think they should be!



# Communication

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Know your style



Actively listen without thinking about how you will respond



Use discernment



Ask questions! Seek to understand! (open ended questions work best)

# Communication styles

## DOMINANCE THE WINNER

- Confident, outspoken, demanding
- Emphasis on results
- Stick to solutions

Tip: Be brief, stay focused



## INFLUENCE THE ENTHUSIAST

- Optimistic, open, energetic
- Emphasis on influencing others
- Share experiences

Tip: Allow them to talk



## STEADINESS THE PEACEKEEPER

- Cooperative, honest, loyal
- Provide clarification
- Don't like to be rushed

Tip: Avoid confrontation



## CONSCIENCIOUSNESS THE ANALYST

- Independent, detail-oriented
- Emphasis on quality and accuracy
- Often fear being wrong

Tip: Focus on facts



# Discernment is...

Cambridge Dictionary:  
“The ability to judge  
people and things  
well”

Dictionary.com:  
“To recognize small  
details, accurately tell  
the difference between  
similar things, and make  
intelligent judgements  
from such  
observations”

Vocabulary.com:  
“A wise way of  
judging between  
things or a particular  
way of seeing things”



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Connecting to Your  
Stakeholders and  
Sponsors, or  
Anyone really



ASSESS



DISCERN



PAUSE



RESPOND



## Assess and Discern



To Assess is to seek  
understanding



To Discern is to apply your  
awareness and knowledge to  
your assessment!

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Pause...Respond



And Breathe



Connect with  
intention!



# Benefits of Small Talk

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- The misnomer of weak ties
  - Microlevel interactions lead to macro level patterns (Granovetter, 1973).
  - The Liking Gap (Boothby et. al. 2018).
  - And the research shows... you can learn something too!



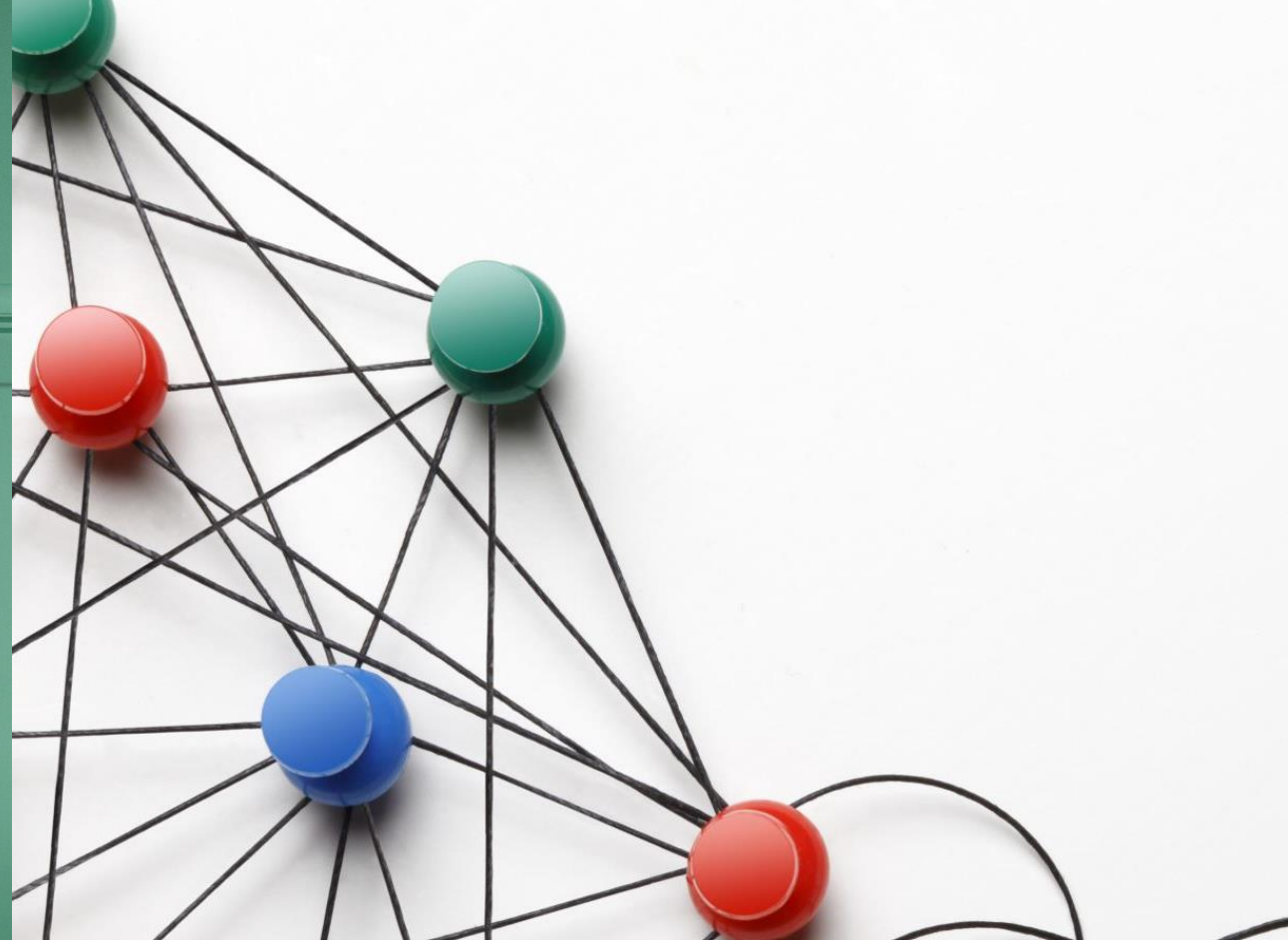


# You First!!

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- Fear
- Uncertainty
- What if...
- Take a step...Small talk connects!





The Door is Open For Change Management

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