

Follow UP – Supervisory Essentials 1 – OSPI

(April 29/May 6, 2014)

This document contains both April 29th and May 6th Discussions

Qualities of Favorite Supervisors:

<ul style="list-style-type: none">• Good listener• Respect• Compassion• Fully engaged in the work and expects the same in me• Patience• Empowered you to grow as an individual and expand knowledge• Appropriate sense of humor• Inclusion in decision making• Willing to give ownership of process and work• Inspiring• Drive and balance• Supportive• Demanding, on time, good teacher• Was decisive• Supportive as long as doing the work• Not afraid of making decisions• Knows how to delegate	<ul style="list-style-type: none">• Respects their staff and takes initiative showing how to improve• Holds me responsible for results• High expectations of me – and high expectations of themselves• Problem solve• Integrity• Trust – trusting me to make mistakes and clean up messed• Allowing autonomy but also supporting hands off asks if needed• Open door policy• Connected to the work• Will back you up• Non judgmental• Honesty and respect• Modeled accountability• Not afraid of making mistakes	<ul style="list-style-type: none">• Mentoring qualities• High expectations• Someone I can learn from• Fair – doesn't play favorites• Risk taker – thinks outside of box• Complimentary• Truthful
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AGENDA

Day 1

- Welcome
- Roles and Responsibilities
- Recruitment/selection/interviewing
- EAP
- Recognition

Day 2

- Review
- Communication
- Coaching
- Performance Management
- Action plan

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The “So What’s” and “What Next’s” You identified...

SO WHAT?

- Clarity in shared purpose, goals for the team (Team norms)
- Will implement team leader report card
- Really disliked communication style model - what else is available (DiSC Style, Meyer’s Briggs, etc.)
- More confident in my leadership skills than I expected
- Term “Relational” supervision was new to me
- Check my own feelings before talking with worker to ensure relational or frustration with worker?
- It’s been a very long time since I’ve experienced “traditional” supervision and perhaps it is more typical of certain types of jobs?
- Recognize that we need more joint planning – often we get so busy reacting – we forget to be more proactive
- Both traditional and relational work
- Initiated a task and priority list for staff
- Provided guidance to staff for managing a difficult call
- Communication style evenly spread across 1, 2, 3, and 4 columns
- The homework affirmed I am a relational supervisor much more than traditional

WHAT NEXT?

- Formal PDP
- Our office did not meet the deadline for getting in items for the May ESD report. I spoke to my assistant and we both put reminders on our calendars for future reports
- Scheduled one-on-one
- Importance of utilizing one-on-one time effectively to meet all needs
- Getting others to problem solve rather than trying to provide the answers
- I need to take a more direct approach at times as opposed to being relational
- Reestablished one-on-one’s for 30 minutes to ensure I attend to “relational supervision” in addition to traditional supervision
- Awareness of responsiveness to leadership styles
- Completed assessment
- Identified customer service resources
- I always feel I’m right – need to give others a vote

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Discussion

Dealing with One-on-One’s and “Open Door Policy”

One-on-One’s	Open Door Policy
Project planning, strategic planning	More immediate concerns

Take Aways from this discussion:

- Set up standard protocol in staff meeting if you are going to be having one-on-one meetings – set boundaries and communicate expectations
- Hold regular check-in’s – and this creates a consistent forum for all employees to share
- One-on-one’s create a “safe” place

Behavior-Based Interviewing

1. Analyze job skills (KSA’s, competencies)
2. Rapport building
3. Share the agenda
4. Ask Behavioral-based questions (that you have prepared beforehand)
5. Listen, allow for silence, maintain control
6. Seek contrary evidence
7. Evaluate

CHALLENGES (from your index cards)

- Conflict
- Asking employees to change to new procedures and processes
- Embedding change throughout the organization. How do you engage the staff to join you – not to outlast you?
- How to maintain a professional but friendly distance while sharing an office with the people I supervise – i.e. boundaries
- Motivating staff to go beyond their role
- Protecting employees from angry stakeholders
- Working with an employee who has been on the job for decades and does not feel needs guidance or direction from someone new
- Motivating
- Supporting an employee (support staff) who is finding her role challenging and who is lacking confidence
- Coaching an employee that lacks confidence, initiative, and drive (when it seems inherent, not “moldable”)
- Disciplining and terminating poor performing employees without union assistance and with the threat of litigation and/or harassment
- Changes once an employee is confronted
- Shifting to performance management with performance outcomes-based expectations

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- Balancing empowerment strategies with accountability
- Creating a “team”
- Employee personality conflicts and how to reach resolution
- Establishing priorities – keeping focused
- Time to get everything done
- Mutual understanding of the concepts and objectives that are part of working together
- Managing former peers
- Employees working from home – setting ground rules and expectations
- How do you engage staff to see that they are a part of an agency and not just a unit?

HOMework

1. Take leadership assessment on pages 23-24; identify your leadership strengths and 1 area that you will work on
2. Scan list of “leadership resources” that I will send out – and identify resources you are curious about
3. Read about “Traditional” vs. “Relational Supervision on pages 27-31
4. Be prepared to share 1 action that you have implemented since the last class
5. Take the communication styles assessment on pages 49-51
6. Come to the class with a real-life challenge you would like to be coached on
7. (Final Quiz – continue answering questions)

RESOURCES SHARED IN CLASS:

- www.manager-tools.com
- Leadership without Easy Answers by Ron Heifiz
- Toastmasters – www.Toastmasters.org
- EAP

Other resources shared from other classes;

- www.govloop.com
- It's Not about the Nail (youtube)
- Match A Systematic, Sane Process for Hiring the Right Person Every Time by Dan Erling
- Strengthsfinder 2.0 by Tom Rath

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- Start with Why - Simon Sinek (Plus TED Video)
- 5 Dysfunctions of a team by Pat Lencioni
- www.Manager-tools.com
- One Minute Manager by Ken Blanchard

How to Overcome Life in the Buffer Zone (Compilation from other classes)

- Clearly communicate expectations to team
- Reasonable goals/expectations of both managers and employees
- Listened to team member's venting (Setting a limit to venting) and facilitate positive discussions
- Transparency between levels
- Team Norms
- One on One's with each team members and your own manager
- Learn more about the perspectives from all parties
- Transparency - communication - keep employees connected to the overall big picture. Promotes employee buy in and trust
- Find mutually beneficial solution
- Expectations
- One on One
- Knowing who to go to for support
- Approachable
- Ask the manager how they have handled it effectively
- Focus on morale and delegating to worker's strengths
- Identify strengths and compromise
- Stay adaptable
- Frequent and clear communication
- Translating vision
- Encouraging team participation
- Identify barriers/challenges - and how to address them
- Setting expectations up and down
- Delegation when possible
- Time Management
- Plan protected time
- Involve your employee
- Facilitate up and down communications -= clear and defined expectations
- First loyalty is to your peer team
- Explain the "why" and get the employees buy-in
- Clear expectations - to management - for employee - from management to management
- Open to feedback loop
- Clear definition and chain of command
- Equal and fair treatment: Everyone's option is valued
- Keeping the proper overall perspective (Mission first - people always)
- Understanding expectations (Both ways)
- Seeking feedback about staff to improve performance
- Good translator/interpreter
- Coming in early - leading by example

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- Reestablished new working relationships
- He was doing the work - hands on
- Being Fair
- Careful to not emotionally react
- He made his needs know to his supervisor
- Addressing the issue
- Honed organizational skills - time management
- Address things neutrally
- Focus team on the same direction
- Listening to your team members
- The buffer zone provides an opportunity to share the big picture view
- Be an Insulator/Filtering messages
- Navigating through the fog - filter the messages - discuss what they need to know in unit meetings
- Notice the team and what's happening to them - be an advocate for your team
- Find a peer for yourself

Issues Inherent in Case study (Case of Favoritism)

- Employee Turnover
- Bonded in crisis
- Favoritism
- Resentment
- Dissension
- Lack of Communication
- Team Norms
- Philosophy of Promotion
- Relationship between John and his manager
- Company Values
- Accountability
- Trust
- Hostility
- Discipline
- Denial
- Team Performance
- Team Morale
- Helplessness

7 Things every employee needs to know:

1. **O**bjective
2. **D**uties
3. **A**ccepted methods
4. **P**erformance standards
5. **I**mprovement
6. **P**olicies
7. **T**eam Norms

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Best way to Enhance Communication/Leadership/Public Speaking Skills:
Toastmasters - www.ToastmastersInternational.org

Quotes:

Leadership and learning are indispensable to each other.
-John F. Kenney

Make everything as simple as possible but not simpler.
-Albert Einstein

Everything rises and falls on Leadership.
-John C. Maxwell

We all can be leaders because we all can influence others and add value to their lives.
-John C. Maxwell

Coaching Conversation

Questions to Ask at the Beginning:

For this coaching conversation, what issue do you want to explore?
What have you tried so far?
Why do you think that didn't work?
What is your desired outcome?

Questions to Ask in the Middle:

What are possible options?
If you could do anything you wanted, what would you do?
What do you mean?
What resources are available to you?
What else?
Who else can you talk with?
What else?
What are the implications if this does not get solved?
If this does not get solved, what will happen?

Questions to Ask in the Closing:

What is one thing you will do?
When will you do it?

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EAP Insights

- EAP also includes adult household members
- Usually 1-3 sessions per problem - can have as many problems as like
- EAP folks can ask questions that you can't (medications, family, health, etc)
- EAP does health and awareness, orientations, workplace consulting for employees and supervisors, and assessments, and urgent interventions for critical incidents
- Confidentiality
- An employee can sign the Statement of Understanding
- Referrals - Informal, Formal (workplace issue - supervisor can get information but needs to call EAP first - before the employee)
- They look for "Presenting problem" but also can get to the "underlying assessed problem"
- They aren't counselors - they do holistic assessments - short-term problem solving, provide resources and referrals
- The DRC - is available as a free resource for the state until June
- EAP is a free resource
- You can invite EAP to share to your entire team
- EAP can be used for both preventative and crisis intervention
- Supervisors can use EAP to get confidential help on issues

DEALING WITH POOR PERFORMANCE

1. Address it quickly -Timely Manner
2. Be clear about the issue
3. Documentation
4. Dis the employee know what was expected?
5. Communicate to employee

How to Create a Performance-Based Culture

- Coaching and giving feedback
- Importance of team and the value of being part of a major project
- Set goals
- Let standards be known
- Setting clear expectations
- Figure out exactly what you will measure
- Recognition
- Hold people accountable - poor performance will be dealt with

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ASSERTIVE COMMUNICATION

- Direct
- Honest
- Appropriate
- Win-Win

Aggressive: In your face, scary, combative – goal is to win

Passive: Indirect, unclear, minimizing self – goal is to avoid conflict

Passive-Aggressive: Aggressive feelings but passive ways of acting them out

TIME MANAGEMENT MATRIX (Dr. Stephen Covey)

	Urgent	Not Urgent
Important	I – Crisis, emergencies	II – exercise, training, prevention, re-creation
Not Important	III – Some meetings, some emails, busy work	IV – Waste, where we end up when we are burned out, endless TV watching, endless video games, etc

Reactivity vs. Proactivity (Dr. Stephen Covey)

Reactive	Proactive
Victim – not a lot of space between stimulus and response	Operating in “choice” Lots of space between stimulus and response

Giving Feedback – using the DEAL Method

D = Describe the behavior

E = Emphasize, express your feelings about it

A = Articulate the desired behavior

L = Leverage consequences (If you do this...etc.)

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Recognition from this class:

Principles:

Genuine	Helps build relationships	Appropriate	Meaningful	Specific	Timely	Balanced	Equitably distributed
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Ideas:

Director having one-on-one's with folks (every section)	Fireside chats	Parking spot in front (drawn monthly)	Town hall in the hall	Lunch with Randy	Potlucks	Connection –what is exciting in your life?
Breakfast	Directors cook off for staff	Service recognition awards	U rock rotates around the office	Milestones (stone)	Employee's Birthday	Birthday lunch with boss
Recognize teams accomplishments	Drops in buckets	Thank you cards	Public announcement	"Kudos" all around	Office Breaks	Acknowledge important days (e.g. Birthday or Birthdays)
Draw names and date to recognize the person	Monthly Birthday lunch	Intentional Recognition by Randy Dorn or Cabinet Members	Potlucks – time together-walking outside	Rituals of accomplishments to recognize	Fun/humor	Daily recognition is important
Performance evals done more often – all staff	Emails, notes	Know people's names	Parking spaces	Awards	Hallway conversations	Consistent communication
Staff meetings – staff of appreciation	Visiting with staff at their desk or workplace	Food	Supervisor pays for water jug	Role Modeling commitment	Cultivate leadership/mentoring/offering opportunities	Promoting from within
Email to other supervisors – recognition	Careful abbot public singling out	Know their style – gear recognition to them	Recognition in staff meetings	Handwritten thank you's	Chocolate	One-on-one walk on a sunny day
Randy walk around to talk to individuals	Meet for one-on-one in their work space	Consistent recognition for completed projects	Modeling Collaboration between supervisor to supervisor	Coffee cards	Key is the personal touch	

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RECOGNITION

Principles of Recognition

- Timely
- Specific
- Meaningful
- Sincere
- Tailored to the person
- Value to person recognizing
- Measurable
- Some appropriate/Appreciated

Recognition Ideas from other classes:

- Send a card – thank you
- Email recognition for “job well done” – put in employee file
- Memo of recognition to dept. head and placed in employee file
- Take crew to coffee
- Verbally acknowledge employees for job well done
- Certificates
- Public recognition
- Verbal thank you
- Post positive comments
- Lanyard bling
- Cards and coffee cards
- Lunch with director/manager
- Internal recognition awards
- Newsletters
- Email
- Staff meeting
- Breakfast/lunch/donuts-outcome-based
- Comp time
- Hats/t-shirts
- New responsibilities
- Formal letter
- Group recognition
- Length of service programs
- Handwritten card (email)
- Lunch party
- Employee of the month
- Trophy (keeper of the flame)
- Use of digital signage

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- Sincere thank you
- Holidays and special occasions
- Recognition board
- Treats
- Leave early
 - Chocolate/Food
 - Offer a special parking spot
 - Handwritten card from the assistant director about the specific thing you did
 - Recognition publicly (possibly group email)
 - Don't always recognize the 'stars' - you may need to recognize lower level on a an attitude
 - Handwritten card from supervisor
 - Goodies, potlucks, "Super Soup"
 - Certificates
 - Employee of the month
 - Kudos (Candy bars)
 - Notes from worker from team
 - Wall of Awesome (post notes, emails, etc. for all to see)
 - Birthday celebrations - supervisor sings to them
 - Roaming shout out statute
 - Special projects
 - Social committee that recognizes Birthdays
 - Build relationships with other employees - visit other unit
 - Employee of the month
 - Saying thank you
 - Fish bowl - putting written thank you notes into a bowl and drawing a few names to publically recognition
 - Printed certificates with standup meeting to present to them
 - Gold stars on recognition email or on monitor
 - Trying to find the strengths in everyone and recognizing different person each meeting
 - bringing in treats
 - "Leap frog" - A frog that goes person to person and the recognizer must write a recognition letter to who they are giving it to
 - Peer recognition
 - **U rock Rocks (Painted U)**
 - Simple email (Add to personnel file)
 - Nominate staff - to be recognized on blogs, emails, meeting, newsletter, e, employee or team or supervisor of the month
 - Monthly potluck (Social atmosphere)
 - Kudos - published kudos from communiqué
 - Books or other items that bridge work and outsidess interest
 - Kudos Coffee cups
 - Shirt with related logo
 - Coffee punch arid
 - Parking spot
 - Sometimes we have to look a little to dig out something for everyone
 - Leadership funded and hosted activity (example: ice cream party for staff)
 - Certificates for years of service

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- Kudos
- Comment cards
- Employee spotlight in monthly newsletter
- Monthly call with director (whole agency)
- Remote offices from agency leadership (when regional offices exist)
- All staff email communication (thank you's or information sharing)
- Staff potlucks
- Birthday/thank you notes from leadership
- Years of services pens
- Staff retreats
- Recognize staff family needs before holiday - providing more flexible schedule
- Fun awards, like the unicorn horn
- Use fundraisers to direction appreciation spontaneously
- Recognizing expertise
- Personalized ones (Specific)
- Certificates for unique contributions
- Division newsletter takes submissions
- Accolades on intranet
- Every day thank yous
- Service recognition
- Strut your stuff
- Employee kudos to employee
- Office monthly newsletter
- Agency month newsletter
- Monthly agency call-in recognition
- Kudos comments from employee shared with bosses
- annual office employee recognition
- Annual director's award for four employees
- service anniversary recognition
- You rock awards
- Kudos
- Drop in a bucket
- Hand written notes/mailboxes
- Bobble Head
- Grumpy Hat
- 12th Man Fridays/Travel theme/Progressive snack day
- Tea-3
- All-staff meetings/Potlucks
- Coffee with Division Leader
- Peer to Peer
- PowerPoint
- Favorite things
- Time off awards
- Honorary awards (both official and unofficial)
- Kudos or peer recognition on shared drive
- ON the spot cash awards (budgeted)
- Leadership opportunities (professional development - conferences)
- Birthday cards from Director
- Lunches (or any food awards)
- Leave rebate (increase approved)

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- Revolving trophy award
- Specific, public or private praise (email, in meetings, etc.)
- Hand shake-high give
- Hearing from praise from your boss's boss (pass it up)
- Starbucks gift card
- Appreciation day
- Time in service pin
- Kudos corner - Directory's page
- Quick award
- Verbal praise - in person and in public
- Employee of the month/week/year
- Say thank you in front of peers
- Certificate of achievement
- Traveling trophy
- Parking Spot
- 'Cookies
- Food
- Appreciation box
- Internal shout-out's on agency's newspaper
- Opportunity for growth
- Email employee and cc Team
- Stars
- Verbal appreciation
- Potlucks/Food
- Thank you or Kudos Notes (fish cards)
- Candy
- Dollar store - little trinkets
- Signs of appreciation - even if not for a specific thing
- Can I get you a cup of coffee?
- Coffee gift \$5.00 - (card) - read your policy!
- Gotcha Board - recognition board
- Employee of the month
- Opportunity to re work schedule
- Jeans Pass - Pass to wear jeans to work
- Make Breakfast
- Massages
- Yearly award
- Letting people to early (comp time)
- Monthly potluck
- Give staff a chance to present their idea to upper management
- Tracking KUDOS
- Kudos board
- Quarterly High 5 Events (DOH/HSQA kudos to staff member with gift, certificate, names - and recognized in presentation) (Marc Tafoya)
- Recognition board in main lobby post-it's
- After completion of project, lunch and knick-knacks
- Quarterly employee award - managers visit and give small award
- Thank you cards/Send emails
- Off-site party
- Card (with handwritten comments)

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- Quick awards - anybody can give it to anybody
- Parking space
- Employee Recognition week (Opportunity to recognize anyone)
- Gifts or gift cards (from our own pockets)
- Public recognition at high-level management meetings
- Simple "thank you"
- Treats/snacks (Employee-generated)
- Decorating other's cubes
- Trophy
- Birthday or holiday celebrations
- PDA's (PDR's?) - Public Displays of Recognition
- Certificates
- Potlucks/Food
- Email to employee and cc supervisor
- Personalized awards or feedback
- PDP
- Plaque
- Parking spot (Employee of the month)
- Leave early/come late if they did extra work
- LEG (**L**ook'em in the eye, **E**xplain what they did well, **G**ive them a "thank you")
- Certificates - awards
- Lunches - potlucks
- Personal thank you's - internal and external
- Staff outings (picnic)
- Low money gift cards (Starbucks, etc)
- Other kinds of recognition (Cards, recognition board, e-newsletter)
- Training and conferences

Delegation Tips

Make assignments without favoritism
Delegate according to personal interest
Experience in
Clear expectations and parameters around that they are comfortable with
Walk away
Give authority along with task
Know when something can and cannot be delegated
Have check-in points
Acknowledge when done and appreciate (recognize)
Ask for volunteers

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COMMUNICATION STYLES

Dominance

1. Strengths: Gets stuff done, efficient, clear
2. Weaknesses – Might not get buy-in, come across as uncaring, not tuned in, missing something – dictator
3. Something others don't know: We do care (deeply)
4. How like to be managed: We like autonomy, want goal defined, give parameters, supported, bounce ideas off of
5. What do we need from team? Competency, success, follow-through, milestones, on board?
6. Best way to communicate – directly, logic models
7. Most challenging style: Talking style – compromise, set boundaries, agreed agenda

Influence

1. Strengths: Tend to be responsive, want others to be happy (and understand), fun to be around, persuasive, getting things done (Influence, relationship)
2. Weaknesses: Disappointed we can't please everyone; May be perceived as disrespectful, poor listener – “manipulative” – messages sometimes gets lost
3. Something others don't know: We care – what is best
4. Like to be managed: direct
5. Need from the team: show up, participate, contribute
6. Best way to communicate: Relational communication, friendly/talkative
7. Most challenging style: Overly direct, without flexibility

Sincere

1. Strengths: Good listener, reflective, value other perspectives, cooperative/collaborative
2. Weaknesses – Too empathetic, can be too deliberative (miss opportunity), don't appreciate aggression, need for approval, sacrifice leadership to be a member of team
3. What others don't know: Reflection does not mean a decision is not being made
4. Like to be managed: With sincerity
5. Need from the team: Listening, team-oriented, cooperation
6. Best way to communicate: Directly (but nicely)
7. Most challenging style: Direct when it is aggressive

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Conscientiousness

1. Strengths: Very thorough, detailed, capture more details
2. Weaknesses: Annoy others with attention to details – paralyzed
3. Something others don't know: Not a micro manager but need details to ensure all pieces are understood
4. Want manager to keep me informed so that I can complete my job with the understanding of the big picture. Trust to do my job.
5. Want from the team: A balance of styles on a team. Mutual respect – awareness of each other's styles
6. Likes to be communicated: Direct, to the point., clear, clear big picture
7. Most challenging style: Talking style – lose the point of the meeting purpose of the conversation. Asking directly "What is the point, how does this relate?" Prepare ahead of time for the meeting