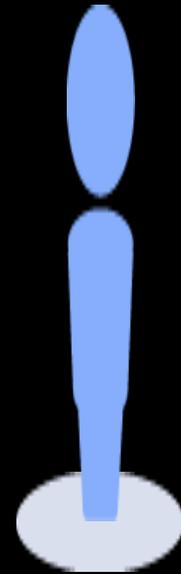
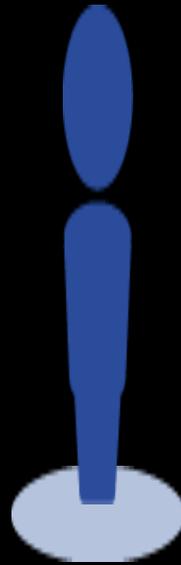


intelliVen

Intelligent Strategies. Successful Ventures.



Leading Change Workshop: How Supervisors can Contract and Govern for results!

Peter F. DiGiammarino

Copyright 2014 IntelliVen, LLC and Peter F. DiGiammarino.
All rights reserved. Quotation, reproduction or transmission is prohibited
without written permission from IntelliVen, LLC and Peter F. DiGiammarino

Objective: Improve the odds that commitments are met as expected.

- **Case:** Manager knows what s/he wants and expects from a team member.
- **Concern:** At the end of the performance period the team member is not successful and manager realizes the team member:
 - Had misperceived the targeted result all along.
 - Never had confidence that they could do the job.
 - Never had the resources required to be successful.
 - Was not bought-in to the assignment.
 - Was off-track for a while and could have gotten back on track in time.
- **Remedy:**
 - Clearer contracting between supervisor and team member.
 - Better governance.

Contracting

Three steps to effective management:

1. Get clear about performance expectations.
2. Provide resources required for success.
3. Provide incentive.

Manager-Team Member Contracting



Three Steps to Effective Management

1. Get clear about what you want each team member to do
 - Tell each team member
 - What you count on them to do and
 - To repeat back what they heard to verify it is what you meant.
 - You are confident that they can do what you have asked of them and
 - Verify that they think they can do it.
- You really want them to do it and then
- Verify that they indeed want to do it.

 - Write what you want done, by when, and what you will track to monitor progress and to know when what you want done is indeed done.

2. Provide resources required for success (methods, tools, time, space, training, experience, budget, people, advice, feedback, etc.).
3. Make it worth their while to succeed.

Three steps to effective management

1. Get clear about what you want team member to do
 - Tell team member:
 - What you **count** on him or her to do

NOTES

- You dramatically improve the odds of getting what you want when you are clear about what you want.
- One of the most important (and hardest) things for a Manager to do is get clear about what they want from each team member.
- It is far easier to not be clear and to complain that team members just didn't get things right when goals are not met.
- Do not be afraid of only getting what you ask for. I.e., ask for a lot!

1. Get clear about what you want each team member to do
 - Tell each team member
 - What you count on them to do and
 - To repeat back what was heard to verify it is what you meant.

NOTES

- **Communication is a two-way process.**
- **Saying it once is not enough.**
- **Use assertive listening technique (repeating back what was said) to be sure what you said is what is heard and that it is understood.**

Three steps to effective management

1. Get clear about what you want each team member to do
 - Tell each team member
 - What you count on them to do and
 - To repeat back what they heard to verify it is what you meant.
 - **You** are confident that s/he **can** (i.e., is able to) do what you have asked and
 - Verify that **s/he** thinks s/he **can** do it.

NOTE

- If you think you can or if you think you can't ... you're probably right!
- The above goes both ways.
- Make your/their belief that they can explicit.
- It may take more than just saying it.

1. Get clear about what you want each team member to do

– Tell each team member

- What you count on them to do and
- To repeat back what they heard to verify it is what you meant.

- You are confident that they can do what you have asked of them and
- Verify that they think they can do it.

- You really **want** him or her to do it and then
- Verify that s/he indeed **wants** to do it.

NOTE

- **Many want to do something other than what they are good at and like because they think something else is more valued.**
- **Manager must make clear that what is counted on is highly valued.**
- **See IntelliVen post on alignment.**

Manager-Team Member Contracting

Step 2: Provide Required Resources

- Resources required vary based on prior **experience**, **training**, and **ability**.
- Provide needed **assistance**.
- Their success is your success...and vice versa.

The Contracting Process

Step 3: Provide Incentive

- Know what incentive award would be appreciated; calibrate to the value of what is to be done.
- Be creative; can be surprisingly modest and easy to provide (e.g., dinner with the boss).
- Refer to it regularly.
- Watch for setting precedent.
- The more that is done the more will be expected. (This goes both ways).

Contracting Tips for Team Members

- Make sure you understand what your Manager is asking of you
 - Repeat assignment back to manager to ensure there is clear direction
 - Iterate until you are sure you understand.
 - It is ok to ask what may seem to be “dumb questions”.
 - Write down what you understand and both of you sign it.
- Check-in regularly to ensure you are on the right track.
- Seek assistance and/or advice from those who have previously done what is expected of you; including from your Manager.

Contracting Use Cases Breakout Session

- Run through and discuss Use Case 1 as a group.
- Introduce contracting template.
- Break into pairs to work on Use Cases 2 and 3.
- Facilitators Facilitate as needed:
 - Offer Manager and Team Member tips
 - Encourage managers to fill out template as they progress

Model – Use Case #1 (The Dashboard Demo)

Instructions to Manager and Team Member:

- Read the description of your role.
- Think about your role and develop a mindset for the discussion you are about to have.
- Spend ~7 minutes in conversation with each other to develop a contract to complete the assigned work.
- Spend ~3 minutes to debrief, discuss your dialogue and answer the following questions:
 - How did it go?
 - What did you find interesting?
 - What would you do differently next time?

Model – Use Case #1 (The Dashboard Demo)

Manager:

- You are the Client Lead for ABC Waterworks, a strategic account. Your responsibility is to secure \$1M in new business. The customer has expressed interest in an Executive Dashboard and you see this as an opportunity for a quick win.
- Based on previous experience, you are convinced that a demonstration of a tailored version of a dashboard created for a different client is necessary to make the sale. You have arranged a meeting to present the demo on July 15th.
- Your team member is a highly capable (and very busy) developer who has delivered the dashboard for other clients and is the best person for the assignment, has a great attitude and always comes through.

Team Member:

- You work on projects for a client that is managed by Manager.
- You are fully booked.
- Any additional commitments will jeopardize the success of your existing projects and negatively impact the customer's perception of our capabilities. Your team is currently at capacity on other major initiatives that are a part of a critical revenue stream. Therefore, to accommodate a request for more work you and/or your team must work well into the night and at least one full weekend.
- You are loyal to your manager and want to meet all of his requirements but you are tired of the over commitment of time and resources without consultation and/or rewards and recognition of the ongoing successes. So really, what's in it for you except late nights, long weekends and an upset family!!

Contracting Breakout Debrief

- What happened?
- What did we learn?
- How do we go forward?
- How are we going to use what we have learned?

Governance

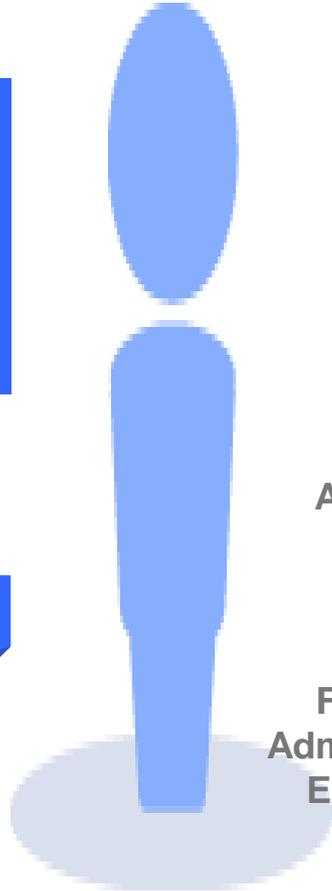
Periodic (*calibrated for scope and scale*) Check-in

- Set regular time to talk one-on-one with each team member.
 - Schedule in a time-slot in the day and week that is easy to keep; e.g., 7:30 a.m. Mondays
 - Keep the time more often than not. Move if necessary. Get committed to it. Ok if takes less...will be found time.
 - No other agenda and not over lunch (though lunches are good).
- Team member *prepares* (i.e., *NOT off-the-cuff at the water cooler*) and presents:
 - Progress update with metrics to answer: “How is it going?” and “How do you know?”.
 - Top 3-5 items to answer: “What are you trying to do and how is it going?”, be supportive, “on his/her team” and help (i.e.: with resources, training, head-start, SMEs, etc.).
 - Agree on top items, next steps, and what you will do to help.
- You share:
 - Update on big-picture, overall priorities, status, etc.
 - Relevant nuances to task at hand.
- Review items for next team meeting.
- Recap and wrap-up.

The Governing Process.

- Top items**
- Last session:
 - What was done?
 - What happened?
 - What was learned?
 - What next?
 - This session

Relevant metrics



Team Member

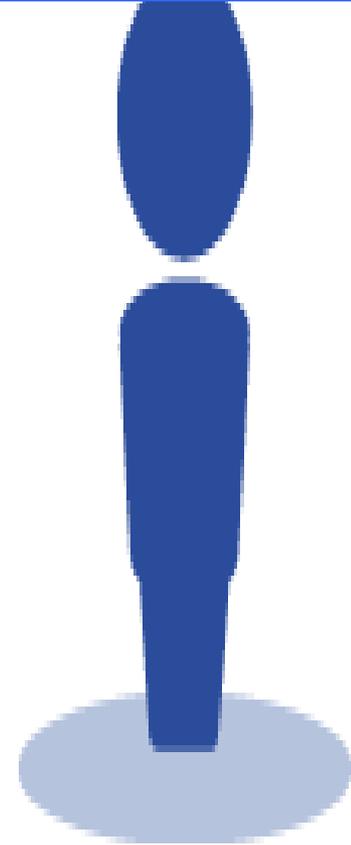
How are things going?
How do you know?

Progress summary.

Ask questions to push up thinking;
offer best advice.

Feedback, Guidance, Appreciation,
Admiration, Affection, Respect, Support,
Encouragement, Empathy, Artifacts.

Artifacts, benchmarks,
perspective, experience, etc.



Manager

Governance Tips for Managers

- Management is about **delegation ... not abdication**.
- Look for high-stakes opportunities to personally **show** what you want done to produce important results and to allow future leaders to learn from you.
- Routinely debrief to consolidate and highlight:
 - What works
 - What does not work
 - What you want done next time.
- Record insights, action items, and decisions in review sessions.
- Review prior session record beforehand.
- Use Evernote, or equivalent, between meetings to store points to cover.
- Lean-into discomfort. Talk about the hard stuff. Unlike fine wine...it will not get better with age!
- Make status and progress public.
- Keep the monkey off your back.
- All problems belong to the team.

Breakout session: Groups of 3-4

- What tools, techniques, and artifacts do we need to govern well?
- What should we do next?

Report out and consolidate input.

Wrap Up

Contracting & Governance Tips

- Understand **what** you want to accomplish. Be sure you think you **can** accomplish it and that you **want** to.
- **Communicate** what you are trying to accomplish and get agreement with key stakeholders including economic buyer.
- Make a **plan** to accomplish it.
- Identify and enlist/secure **resources** required to accomplish it (people, time, funding, equipment, space, training, etc.).
- Determine what to **watch** to know when you have accomplished it
- **Execute** against the plan.
- Form and regularly **brief** out on progress against plan, problems, lessons learned, and next steps.
- Raise issues and **get help** well in advance.
- **Anticipate** what can go wrong and implement **mitigation** strategies and contingency plans if necessary.

Q & A

APPENDIX

Blog posts

- General
 - Way to organize and memorialize what happens in a meeting to increase its efficiency and value.
 - *Manage to Lead: Seven truths to help you change the world*
- Contract and Govern
 - How to contract and govern for success with each team member
 - How to line up what a worker is good at and likes doing with what s/he wants to do
 - An action plan for executive transition into a new lead role
 - How to make sure every member of your top group gets at least one thing done right
 - How to connect the top-of-the-house to the front-line

Suggested Additional Readings

- Five Dysfunctions of a Team (Lencione)
- Principle Centered Leadership; 7 Habits of Highly Effective People; (Covey)
- Drexler & Sibbet Team Building Model; (Drexler)
- Built to Last; (Collins)
- Good to Great; (Collins)
- Novations; (Dalton & Thompson)
- One Minute Manager; (Blanchard)
- Situational Leadership; (Blanchard)
- What to ask the Person in the Mirror; (Kaplan)

Even more great leadership texts.

1. Situation Leadership<http://www.mindtools.com/pages/article/newLDR_44.htm>. Ken Blanchard and Paul Hersey, a timeless classic.
2. Servant Leadership<<http://www.greenleaf.org/whatis/>>. A philosophy and practice of leadership developed by Robert K. Greenleaf. The underlying premise here is that it's less about you as a leader and all about taking care of those around you. It's a noble and honorable way to lead and conduct your life.
3. Blake and Mouton's Leadership Grid<http://www.mindtools.com/pages/article/newLDR_73.htm>. Simple 2x2 grid, it's all about balancing your concern for people and your concerns for getting things done (tasks). You gotta love those 4x4 grids!
4. Emotional Intelligence. While Daniel Goleman's book popularized EQ, his HBR article "What Makes a Leader"<<http://bizedgegroup.com/Articles/040507%20What%20makes%20a%20Leader.pdf>>?" does a great job explaining why the "soft stuff" is so essential to be an effective leader.
5. Kouzes and Posner's Five Practices of Exemplary Leadership<<http://www.leadershipchallenge.com/WileyCDA/Section/id-131055.html>>. Five practices: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart.
6. Jim's Collin's Level Five Leadership<<http://www.mindtools.com/pages/article/level-5-leadership.htm>>. First published in a 2001 Harvard Business Review article, and then in the book, "From Good to Great, Collin's leadership model describes kind of a hierarchy of leadership capabilities, with level 5 being a mix of humility and will.
7. The Diamond Model of Leadership<<http://www.greatleadershipbydan.com/2011/09/four-wheel-drive-diamond-in-rough.html>>. Describes four elements of leadership: yourself, others, task, and organization.
8. Six Leadership Passages<http://www.ram-charan.com/leadership_pipeline_excerpt.htm>.
9. Authentic Leadership<<http://www.greatleadershipbydan.com/2012/06/authentic-leadership-development-your.html>>. You're best off figuring out who you are and what's important to you, and leading in a way that's true to yourself.

IntelliVox model<<http://learn2develop.blogspot.com/2008/12/more-line-manger-tips-grow-model-for.html>>.

GROW stands for goal, reality, obstacles, and way, will, or what's next. More of a coaching model than a leadership model.

What you ask for must be S.M.A.R.T.

Letter	Major Term	Minor Terms
S	Specific	Significant, Stretching, Simple
M	Measurable	Meaningful, Motivational, Manageable
A	Attainable	Appropriate, Achievable, Agreed, Assignable, Actionable, Ambitious, Aligned, Aspirational, Acceptable, Action-focused
R	Relevant	Results-oriented, Realistic, Resourced, Resonant
T	Timely	Time-oriented, Time framed, Timed, Time-based, Timeboxed, Time-bound, Time-Specific, Timetabled, Time limited, Trackable, Tangible

The key to successful behavior change is broad-based adoption by those affected

- Telling people to do something different than they are used to doing and expecting them to act accordingly does not tend to lead to desired results.
- The required behavior change is too abrupt, not understood, not internalized, and so not embraced or implemented
- When behavior change and the reasons for it are understood it tends to be internalized, embraced and intentional actions consistent with the desired result ensue



Thank you.

Subscribe at www.intelliven.com

Follow @intelliven