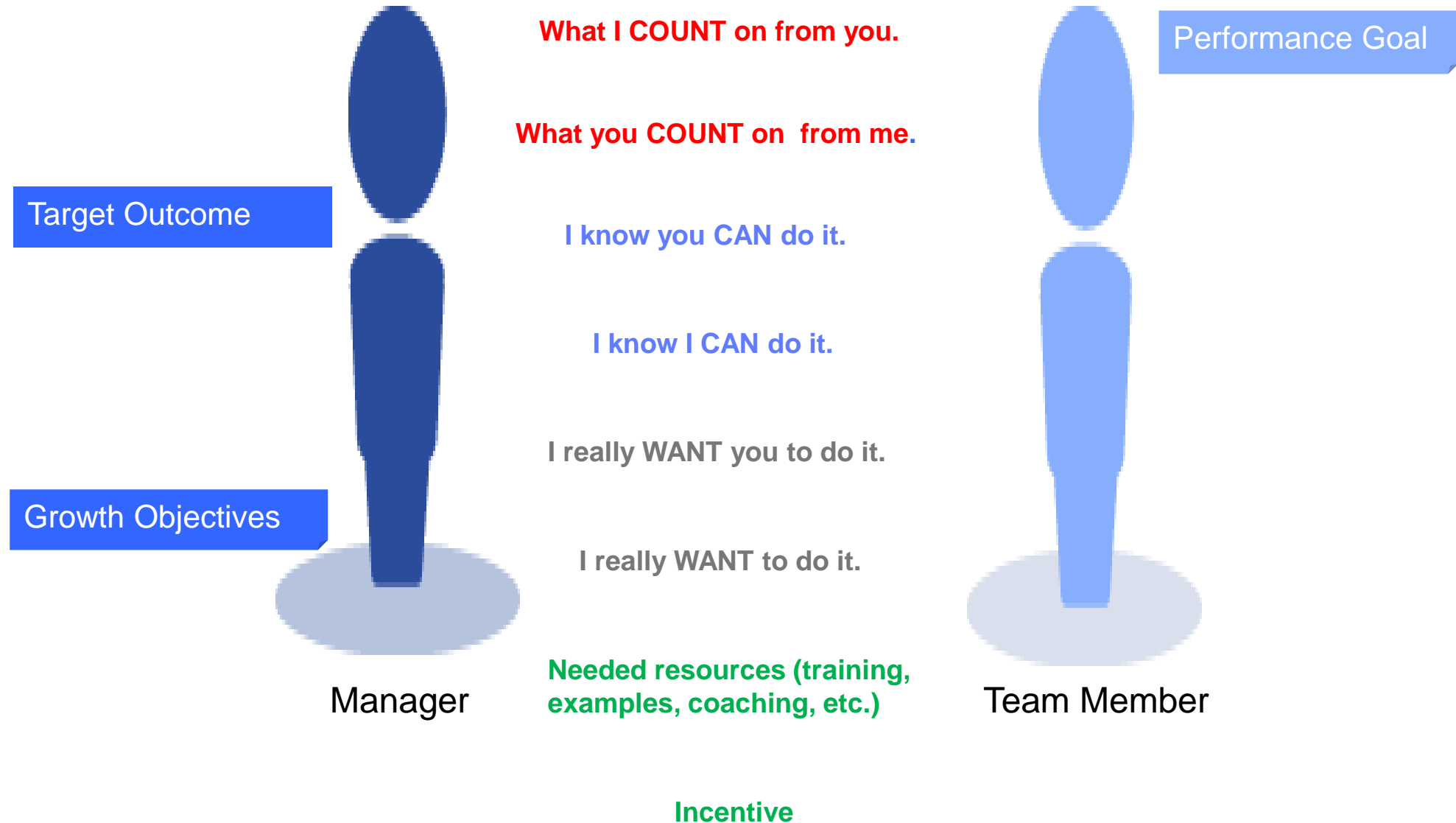


Manager-Team Member Contracting



Manager-Team Member Contract Template

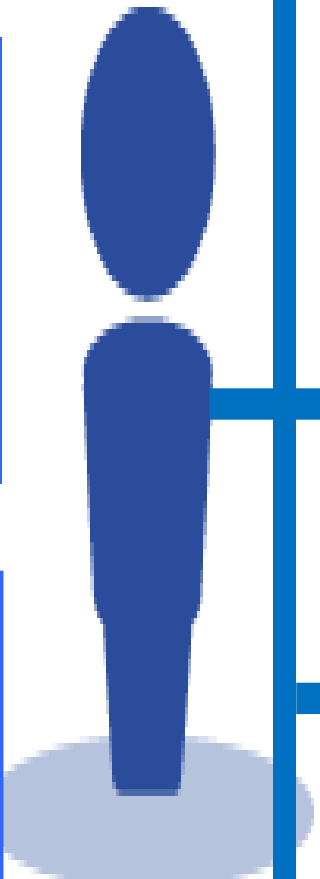
Date: _____

Target Outcomes:

-
-
-
-

Growth Objectives:

-
-
-
-



Manager

What I COUNT on from you:

-
-
-

What you COUNT on from me:

-
-
-

I know you CAN do it: Yes _____ No _____

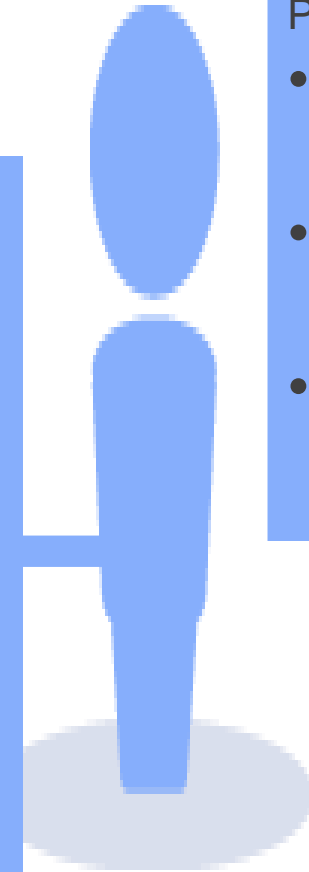
I know I CAN do it: Yes _____ No _____

I really WANT you to do it: Yes _____ No _____

I really WANT to do it: Yes _____ No _____

Needed resources (training, examples, coaching, etc.)

-
-
-
-



Team Member

Performance Goals

-
-
-

The Governing Process.

Top items

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

Relevant metrics

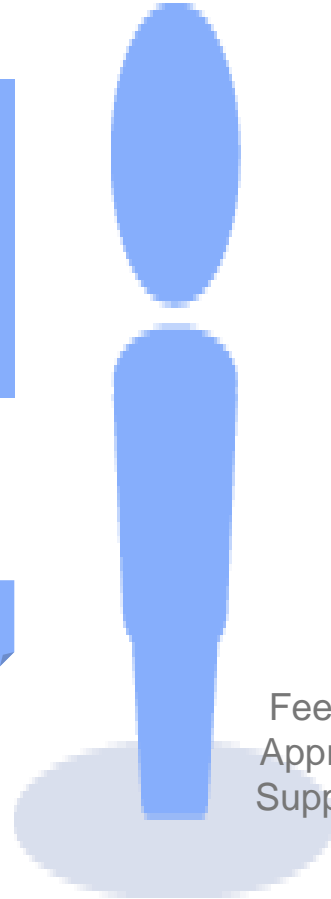
Artifacts, benchmarks,
perspective, experience, etc.

How are things going?
How do you know?

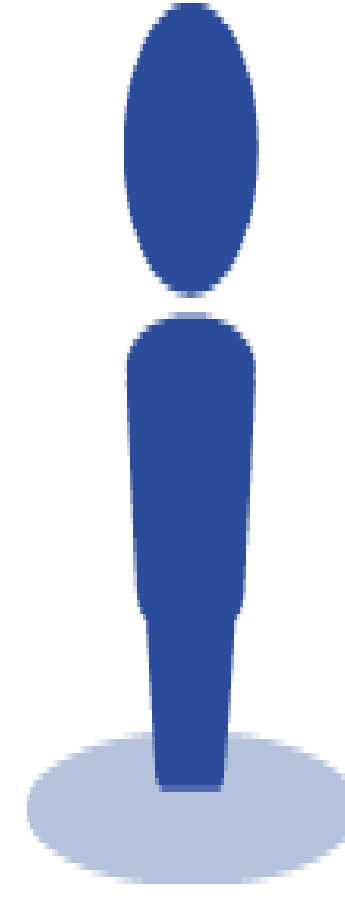
Progress summary.

Ask questions to push up thinking;
offer best advice.

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



Team Member



Manager

One-on-One Meeting Template

Top items

- What you say you would do last time you met: _____

- What you did: _____

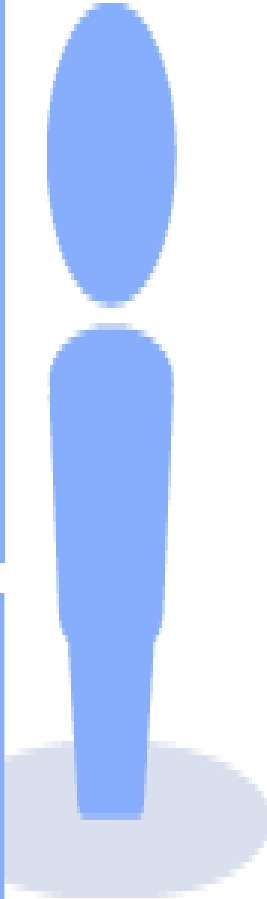
- What happened: _____

- What was learned: _____

- What do you plan to do next: _____

Relevant metrics:

- _____
- _____
- _____



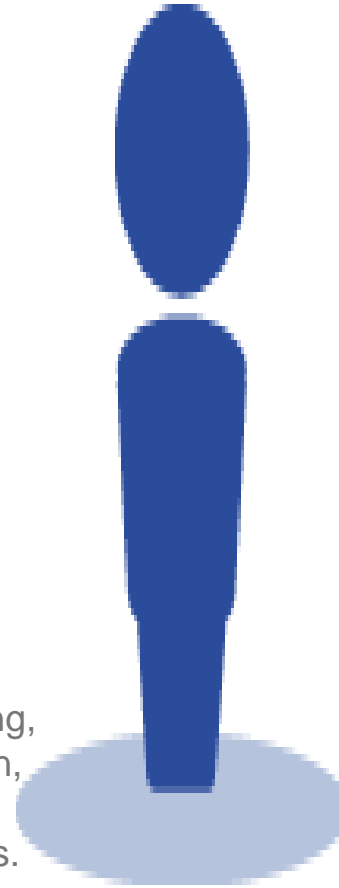
Team Member

How are things going?
How do you know?

Progress summary.

Ask questions to push up thinking;
offer best advice.

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



Manager

Artifacts, benchmarks,
perspective, experience, etc.

- _____

- _____

- _____

- _____

- _____

One-on-one governance works with direct reports.

- Set **regular time to talk one-on-one** with each team member.
 - Schedule a that is easy to keep; e.g., 7:30 a.m. Mondays
 - Commit to it. Move if necessary. Keep the time more often than not. Ok if takes less 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 her/his team” and **help** (i.e.: with resources, training, head-start, SMEs, examples, templates, etc.).
 - Agree on top items, next steps, and what you will do to help.
- Leader shares:
 - Update on big-picture, overall priorities, status, etc.
 - Relevant nuances to task at hand.
- Review items for next team meeting, recap, wrap-up.

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-in to discomfort. Talk about the hard stuff.
Unlike fine wine...hard stuff does not get better with age!
- Make status and progress public.
- Keep the monkey off your back.
- All problems belong to the team.