

Leader-Team Alignment

Team Member

Purpose:

- To dramatically shorten the time it takes for a group to become a productive team.
- To prevent many of the problems leaders create by less effectively managing a work group.
- To help team members understand the leader's management style, how the group can work best together, and what is expected of them on the job.
- To give both the leader and the team a chance to share their concerns about preferred interaction styles, to discuss how the team can more effectively work together and to clarify expected results.

Goals:

- To develop a greater understanding about each other, about how the leader wants to manage, about what he/she feels the team member's responsibilities are, and what the work group's want/need from the leader.
- To identify the strengths/potential problem areas and agree on ways to approach them, to work through them, and grow more productive.
- To establish agreements on how the group members are going to work together to assure the highest level of effectiveness.

Process:

1. The leader will work alone to:
 - develop a list of things he/she wants to share with the group about him/her self.
 - develop a list of questions he/she wants to ask the group to understand their preferred work styles.
2. The group will work together to develop a similar list including:
 - questions they want to ask the leader.
 - things they want to share with the leader.
 - a list of expectations they have of the leader.
3. Both the leader and the group will prioritize their lists.
4. The leader and group will systematically discuss identified issues, endeavor to better understand each other and explore options to optimize their performance as a collective team.

What We Want To Know About Our Leader

General Information:

What are your expectations for this organization over the coming year?

How do you view teamwork? When do we work alone? When do we collaborate?

How much feedback can we expect from you concerning the quality of our work, department activity, or organizational changes?

Management Style:

What is your basic management style? (participative, consulting, authoritative, etc.)

What clues should we look for to know when something is important?

How frequently do you prefer to meet with individual personnel?

How do you handle conflict?

What are your strengths?

What are your weaknesses/areas for improvement?

What is your definition of top performance?

How will we know if you are not happy with our performance?

How do you conduct performance reviews?

What should we do if we think you are making a mistake?

To what extent will we be involved in the decision-making process?

Do you have a negotiation period after you make a decision? If so, when is it over? How should we approach you?

Personal Style:

Do you have any idiosyncrasies we should know about?

What should a staff member do if you loose your temper?

What are your ground rules for calling you at home/after hours?

Communication Style:

Should everything be in final form before coming to you, or do you accept rough drafts?

Do you expect written status reports?

How much do you want to know about a problem? (Big picture versus details?
Recommendation first then details? Details first then recommendation?)

When do you like receiving information? (anytime, start/end of day, etc.)

What We Want The Leader to Know About Us

Existing Business:

Where we feel our greatest opportunities are:

Where we feel our greatest strengths are:

Where we feel our greatest challenges are:

The Existing Team:

How we approach our work:

How decisions have been made within this work group:

What we want to stay the same:

What we want to change:

Specific issues you should pay attention to:

What We Expect From You As Our Leader

General:

What we see as your responsibilities:

Our thoughts regarding accountability:

How frequently we would like feedback:

Circumstances where we prefer a “hands off” style:

Circumstances where we prefer you jump in and assist:

Leader-Team Alignment

Leader

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What I Want The Team To Know About Me

General Information:

My expectations for this organization over the coming year:

How I view teamwork:

When we work alone:

When do we collaborate?

How much feedback the team should expect from me concerning the quality of their work, department activity, or organizational changes is:

Management Style:

My basic management style is: (participative, consulting, authoritative, etc.)

Clues you should look for to know when I think something is important:

How frequent I want to meet individual personnel:

I handle conflict this way:

My strengths are:

My weaknesses/areas for improvement are:

My definition of top performance is:

You will know I'm not happy with your performance when I:

I conduct performance reviews in this way:

If you think I am making a mistake, please do this:

The extent I'd like you to be involved in the decision making process is:

My negotiation period is:

After I make a decision it (is/is not) open for discussion. If it is up for discussion, I would prefer you approach me this way:

Personal Style:

My idiosyncrasies you should know about are:

If I loose my temper, please handle it this way:

My ground rules for calling me at home/after hours are:

Communication Style:

I prefer a) everything be in final form before coming to me, or b) I accept rough drafts.

I expect status reports to be a) written, b) verbal.

How I want you to inform me about a problem is: (Big picture versus details? Recommendation first then details? Details first then recommendation?)

I like receiving information: (anytime, start/end of day, etc.)

What I Want To Know About The Team

Existing Business:

Where are your greatest opportunities?

Where are your greatest strengths?

Where are your/our greatest challenges?

The Existing Team:

How does this team approach your work?

How does this team prefer to be managed?

What does this team want to do differently than you have been doing?

What does this team want to remain the same?

What are specific issues I or we should pay attention to?

What I Expect From You As A Team

Performance

Tangible results I expect from you as a team:

How you will know if you are meeting my expectations:

How you will know if you are not meeting my expectations:

How I hope individuals relate to me in general:

How I hope individuals will relate to each other on this team:

How I feel about accountability – for team, individual, me as a leader: