

TRY IT

Make an Agreement

Think of an employee with whom you want to make an agreement.

Employee

Write what you'd like the employee to do. Use words that help the employee see the desired outcome and how it would be meaningful to him or her.

Specify what you expect

Make sure your description is specific and understandable, and that the person can actually do it.

Write down why this performance area is important to the company, you, and the employee, and how it relates to other's work in your group.

Establish context and rationale

Now, write down a few questions you could ask to learn any relevant knowledge your employee might have in this area.

Ask questions to elicit the employee's perspective

Finally, think about things that might get in the way of the employee fulfilling the agreement (e.g., a lack of skills or resources, time constraints, other priorities). Also note potential ways the employee and/or you might overcome these challenges.

Check for obstacles

What might get in the way

Possible solutions

EXAMPLE

Make an Agreement

Think of an employee with whom you want to make an agreement.

Employee Eleanor

Write what you'd like the employee to do. Use words that help the employee see the desired outcome and how it would be meaningful to him or her.

Make sure your description is specific and understandable, and that the person can actually do it.

Write down why this performance area is important to the company, you, and the employee and how it relates to other's work in your group.

Now, write down a few questions you could ask to learn any relevant knowledge your employee might have in this area.

Finally, think about things that might get in the way of the employee fulfilling the agreement (e.g., a lack of skills or resources, time constraints, other priorities). Also note potential ways the employee and/or you might overcome these challenges.

Specify what you expect

Expand distribution of the marketing newsletter to everyone in the company—same content, same weekly schedule.

Establish context and rationale

We get requests for the newsletter from across the company.

Leadership and the Communications team agree that sharing the newsletter will help keep us in tune with our customers (and with what competitors are doing).

You desire to work on global projects, and this will introduce you and your capabilities to people all over the world.

Ask questions to elicit the employee's perspective

What do you think?

Check for obstacles

What might get in the way

There's no "all employee" email distribution list.

Some content is not relevant to all employees.

Possible solutions

My assistant can find the list or create one.

Send less to all employees/standardize shorter version (same sections every time).