

TOOL 1.1

Questions to Discover What People Expect from You

Topic Area	Questions to Determine Expectations
Basic job function	<ul style="list-style-type: none">◆ How do you define quality of work?◆ What are your expectations regarding deadlines and communication of work status?◆ What does "being prepared" mean?
Decision making	<ul style="list-style-type: none">◆ What is your expectation of me regarding making and communicating decisions?◆ What types of decisions would you like me to include you in making?
Work environment	<ul style="list-style-type: none">◆ How would you describe the work environment you expect me to build and reinforce?◆ In what ways would you like to see the company's culture change?◆ What role do you believe I should play in creating that transformation?◆ Is there anything about the department's current culture that you think ought to change or improve?
Creativity and innovation	<ul style="list-style-type: none">◆ What does it mean to "be creative"?◆ How important are creativity and innovation, and what are your expectations of me regarding them?◆ In what ways would you like me and my group to generate new ideas and improve results?
Team development and productivity	<ul style="list-style-type: none">◆ Will you describe for me your vision of how a well-functioning team looks and feels?◆ What expectations do you have regarding team development and productivity?◆ What are your expectations regarding the way I will manage and correct poor performance?◆ How much time do you think I ought to spend coaching others?
Communication	<ul style="list-style-type: none">◆ What does "effective communication" look like to you?◆ What are your expectations of me regarding communication?◆ What do you expect of me regarding attending and conducting meetings?
Growth and development	<ul style="list-style-type: none">◆ Everyone needs to continue to grow. In what two ways would you most like to see me grow and develop over the next year?
Results orientation	<ul style="list-style-type: none">◆ What does it mean to be "results oriented"?◆ What are your expectations of me regarding getting results and being results oriented?
Partnership	<ul style="list-style-type: none">◆ How important are partnership and collaboration?◆ What are your expectations of me regarding our level of partnership and collaboration?◆ In what ways would you like to see partnership and collaboration improve?
Ethics and role modeling	<ul style="list-style-type: none">◆ What does it mean to "represent the company well"?◆ What are your expectations for how managers will conduct themselves and represent the company?

TOOL 4.1

Ways to Enliven Minds at Work

Focus Area	Enlivening Technique
Connection to the company	Be as transparent with company information as you possibly can. Keep your team informed. Share their feedback with peers and your manager so they feel their voices have been heard.
Energy	Have quick and energetic huddles instead of meetings. Be energetic yourself. Encourage people to get up and move around throughout the day. Hire high-energy people. Help team members manage stress, and make sure no one is working too many hours on a consistent basis.
Participation in team conversations	Ask provocative and evocative questions. Elicit everyone's input and show your gratitude for ideas, even contrary ones. Ask people to comment on topics that you know interest them. Send out questions before meetings so people can prepare their thoughts.
Collaboration	Ask for team or subteam recommendations. Put people into pairs and small groups to work on projects. Acknowledge and reinforce group accomplishment.

TOOL 4.2

Ways to Produce and Reinforce Collaboration

Factor	Ideas for Producing and Reinforcing Collaboration
Physical location	House teams together or in a way that encourages informal conversation. Make sure that informal meeting spaces are available. If the team is located in more than one place, get members together on a regular basis and encourage them to use technology to have both informal and planned conversations. Give them unrestricted access to phone, email, Internet phone, teleconferencing services, and web seminar software.
Communication processes	Make it a habit to use a portion of your team meetings for collaboration. When people come to your office with questions or ideas, encourage them to gather a few peers to talk through the issue (eventually, they'll do this before coming to you—a beautiful thing).
Tasks and assignments	Assign projects and tasks to teams, subteams, and pairs of peers. Get your team in the habit of working together.
Goals and measurements	Make sure that at least half of your employees' goals are team, subteam, or pair goals. Use team measures along with individual measures for any evaluations, pay raise considerations, promotions, and bonuses. (I don't recommend linking evaluations to pay raises.)
Workplace culture	Reinforce and show appreciation for collaborative work. Model collaboration by asking team members and peers to work with you on your tasks and projects. Encourage diverse opinions and points of view. Show support when team members get together for informal conversations or meetings.

TOOL 5.1

Reference Check Questions and Why You Should Ask Them

Question	Why Ask This Question
How did you know this person? On what types of projects did you work together?	To better understand their professional relationship and get a feel for how well the reference remembers the candidate.
Tell me about <i>[candidate name]</i> 's job. What did he or she do while at <i>[company name]</i> ?	To get a feel for how well the candidate's description of the job matches what the reference remembers.
Everyone has special talents—things they do better than others. What did <i>[candidate name]</i> do better than most people at the company?	This will give you a feel for the candidate's greatest strengths. That's important because those strengths will be the key attributes that you'll be buying if you hire the person. Are these the strengths you most need right now?
We all get stressed every now and then. What tended to stress out <i>[candidate name]</i> ?	This is a way of asking about weaknesses and of learning what type of environment will set the candidate off. It's a critical question to determine fit.
We obviously think highly of <i>[candidate name]</i> . If we extend an offer and if the offer is accepted, what would your advice be to <i>[candidate name]</i> 's new manager for how to get the best performance from <i>[candidate name]</i> ?	I love this question. Believe it or not, most references, even the close buddies, are totally honest here. This is where you learn what kind of management a candidate will require and whether the candidate leans toward independence or dependence, high or low maintenance. These are important fit issues.
If you had another position open, would you hire <i>[candidate name]</i> again? Why/why not?	The reference likely will say "yes," but notice whether and for how long he or she hesitates. If the "yes" is immediate, that's great. If it takes a while or if the "yes" is qualified with a statement like, "Well, my company doesn't do that kind of work anymore," that's not so good.
<i>For management candidates:</i> Aside from functional expertise, in what ways did <i>[candidate name]</i> add to the effectiveness of the leadership team?	This will tell you the candidate's contribution to the management team. If the reference offers nothing beyond the candidate's functional expertise (the reference will struggle to answer the question), take a pass on the applicant. You need someone who'll strengthen the team in many ways.
<i>For management candidates:</i> How did <i>[candidate name]</i> maximize team performance. How did she or he ensure the team was doing its best work?	The reference may struggle with this one, but it will likely give you some insight into the candidate's management style. If the reference says he or she doesn't know, that's likely not true and may be a red flag.

TABLE 6.1

Common Inconsistencies between What Managers Say Is Excellence and What Their Actions Communicate

What They Say	But What They Do
They value candor and diversity.	They become defensive when challenged or when people offer alternative ideas.
They want meetings to be productive and move work forward.	They facilitate ineffective meetings and book meetings that aren't viewed as a good use of time.
They value collaboration and teamwork.	They reward and reinforce only or primarily individual contributions.
They expect all employees to model the highest standards of professionalism.	They gossip and denigrate peer managers in front of team members.
They want the team to be change resilient and agile.	They resist changes that make them personally uncomfortable or require a lot of work.
They want the team to be customer focused and to provide excellent internal and external service.	They neglect to collect and/or listen to customer feedback or measure the team's performance based on customer-centric metrics.
They want the team to think creatively and generate ideas for improvement.	They don't support team members who want to get together to share and discuss ideas.

TABLE 8.1

Conditions Ripe for Practicing Barrier Obliteration

When	What to Look For
Team meetings	Notice energy-level drops and nonverbal communication. If people seem frustrated or concerned, they may be dealing with mucky muck.
Your staff meetings with peers	Notice the people or topics that provoke resistance. What's going on and how might you help?
Project reviews	Notice the constraints and steps along the process that are slow or stalled. Which process steps cause the most delay and frustration?
Requests you need to repeat	If you make a request and the person does not complete the request, he or she is likely dealing with some kind of barrier.
Things that make your eyes roll	Pay attention to your own body language. Instead of putting up with frustration and red tape again and again, fix it!
Water-cooler complaints	Listen to what people are talking about. Their complaints often are caused by mucky muck.

TOOL 9.1

Typical Transition Behaviors

Transition Phase	Behavior You May See
Phase 1: Ending	Avoidance, clinging to the old, going through the motions, disbelief, shock, anger, mistakes, sabotage, carelessness
Phase 2: Neutral zone	Detachment, withdrawal, confusion, lack of attentiveness, mood swings, indifference, creativity, risk taking, experimentation, participation
Phase 3: New beginning	Behavior consistent with the change, focus on purpose, renewed energy, clarity of role, feeling of competence