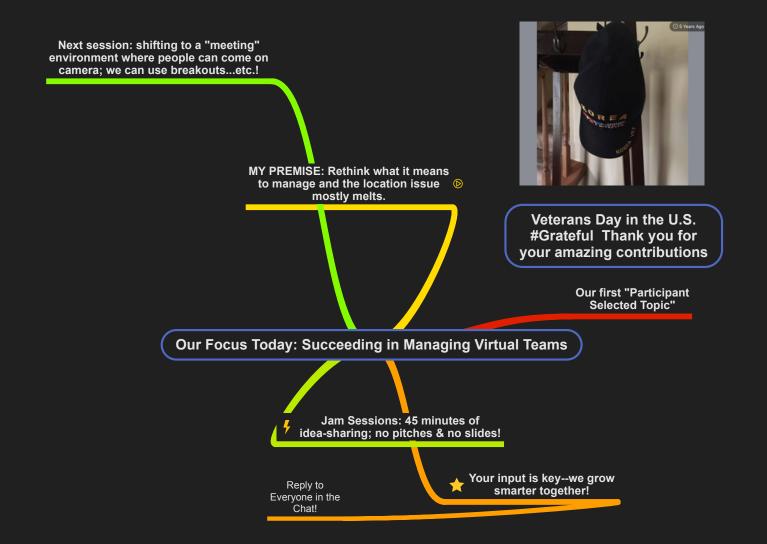


"We knew from the beginning we would succeed. It was just a matter of us inventing the "How" together."



Jump-Start CONNECTION

GIVING AUTONOMY PROMOTES TRUST

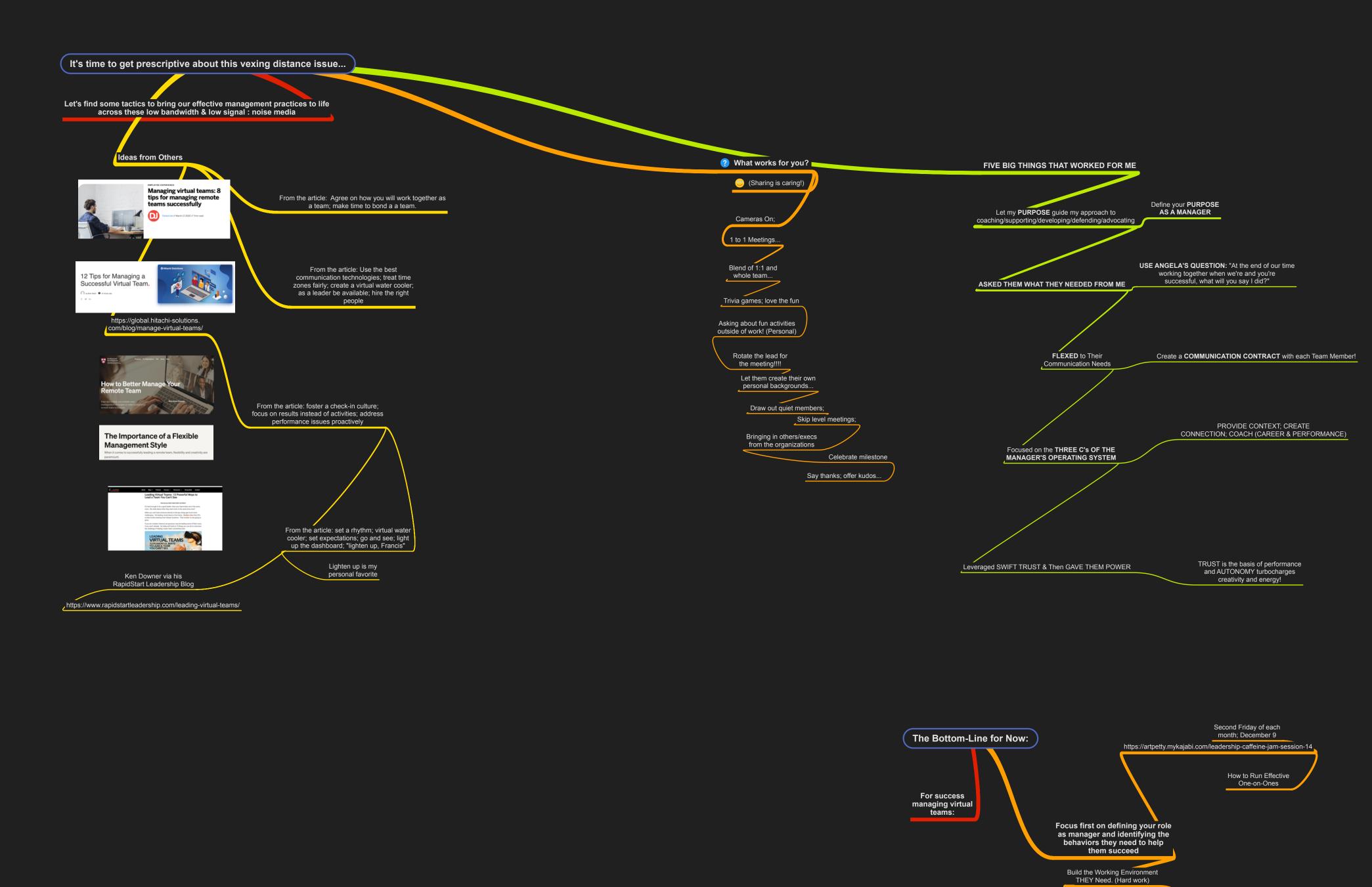
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jam-session-archive/ a Jam Session in ER's OPERATING grams of the Manager's Operating est the Behaviors Essential for s (regardless of location)

r Manager's Operating System y—get beyond the job description and ask your team members wh your understanding of their needs with your boss's priorities to iption. Remember to refresh it as people and your organization's ognize that time-to-trust determines time-to-performance and tha rgence of trust with your team members. Emphasize trust-building he destructive power of trust-damaging behaviors. and Reinforce a Healthy Working Environment—Work to drive fea it. Together with team members, define your working values (rules for consistent positive and constructive feedback on behaviors that e rules for success. **heir Work**—recognize that individuals and groups do their best work d how it connects to the bigger picture of goals, strategies, and key the importance of their work to the bigger picture in group and one-on-

Create Connection With Their Work—make sure individuals are able to use their superpowers in pursuit of activities they are interested in. Be a tailor and ensure a percentage of the work is meaningful to them. FLEX to their Communication Needs—don't rely on an "open-door" policy or make them conform to your communication style. Instead, learn the communication styles and preferences of team members and FLEX to their needs. Coach Constantly for Performance—engage, observe, and provide positive and constructive behavioral feedback. Help individuals identify options to strengthen performance and offer support. Daily. Coach for Career in an Agile Manner—don't restrict career conversations to once or twice per year. Instead, based on observation, encourage individuals to identify areas of interest and exploration. Offer support for learning and development in those areas. Incorpoate these discussions on-the-fly or in one-on-ones.

9. Cultivate Critical Thinking: Yours and Theirs—work to strengthen your problem-solving and decision-making skills. Seek alternative views; study the science of decision-making and the science and art of creative thinking. Learn to use questions as both learning and teaching tools. Teach your team members how to observe, question, analyze, frame, and decide. Commit to Continuous Learning—learn to use goals as learning experiences; grow diverse networks; engage a mentor; and read (or listen) constantly. If you're not learning, you're moving backward at the speed of change.



Provide an example of a communication contract

What do you do with

non-performing team members or toxic culture ...??? Furuturre topic?