

How to clarify and communicate expectations between colleagues

1. My role in the relationship		
Colleague 1 (G5)	Colleague 2 (G6)	Information/observable behaviours
<p>This is how I see myself in our professional relationship / in the team / Section / Department</p> <ul style="list-style-type: none"> • I am in charge of areas a, b and c and have the knowledge in these specific areas. • For the first 3 months, I see myself as a mentor, guiding you through the initial stages until you become autonomous and give you the responsibility of areas a, b and c. • I see myself supporting you as you transition into your new role and responsibilities. • I am willing to further develop my career and take more responsibilities in the future. <p>This is how I see yourself in our professional relationship / in the team / Section / Department</p> <ul style="list-style-type: none"> • I will train you in areas a, b, and c over the next 3 months to help you become autonomous and operational. • As my supervisor, you will be overseeing and supervising areas a, b and c. • As of month no. 4, I expect that: <ul style="list-style-type: none"> • All managerial responsibilities are taken away from me in areas a, b and c. • All the decisions regarding these areas are taken by my supervisor. • I focus again on the tasks to support areas a, b and c. • As soon as you are operational, I expect that you provide leadership and guidance on the projects I am involved in. 	<p>This is how I see myself in our professional relationship / in the team / Section / Department</p> <ul style="list-style-type: none"> • I am in charge of areas a, b, c, d and e. • After 3 months I will be autonomous and operational in the areas a, b and c. • Even if at the moment I don't have the knowledge of the workflows in this new Section and the ERP system, I have many years of experience in this kind of role. • After 3 months I will be able to provide guidance in important projects and tasks. <p>This is how I see yourself in our professional relationship / in the team / Section / Department</p> <ul style="list-style-type: none"> • I see you as my key resource and trainer in areas a, b, and c, sharing your extensive knowledge to help me get up to speed as well as ensuring I understand the workflows and the ERP system in the Section. • I see you as a someone who will guide me through the initial stages of my transition into this role. • I see you helping me with any questions I may have during this transition period. 	<p>Behaviours we expect to see from each other</p> <p>Behaviours expected by colleague 1 (G5)</p> <ul style="list-style-type: none"> • Asking questions to learn your new role to me. • Making suggestions: As you are new in the role, to make suggestions regarding how to make improvements in our work to be more efficient. • Check-up meetings: Organizing 3 meetings in weeks 4, 8 and 12 to discuss the progress made so far and what is left from the handover. • Become more autonomous: Asking less questions after 4, 8 and 12 weeks will indicate that you will be more autonomous. <p>Behaviours expected by colleague 2 (G6)</p> <ul style="list-style-type: none"> • Dealing with disagreement: When you don't agree with something, to expose your arguments to me / the team. If there is a decision that is different from your point of view, to support the final decision. • Dealing with problems: When there is a problem, to come with 2-3 possible solutions, so that a decision can be taken based on the different options. • Teamwork: working as a team during the first 3 months and having a meeting to define our future relationship.

2. Expectations from both colleagues

Colleague 1 (G5)	Colleague 2 (G6)	Information/observable behaviours
<p>This is what I expect from you in your role</p> <ul style="list-style-type: none"> • Knowledge: I expect you to ask questions that will help you become proficient in areas a, b and c by the end of the third month. • Guidance and Support: I expect you to provide clear guidance and support as I train you in areas a, b, and c. • Open Communication: I anticipate open and transparent communication to ensure we both understand each other's needs. • Respect for Expertise: I expect you to respect my expertise in these areas and be open to learning from my experience. • Future Collaboration: <ul style="list-style-type: none"> • Collaborate on other important projects and tasks once you are fully operational. • Participate in meetings with other Sections and Services and be exposed to other realities in the Organization. <p>This is what you can expect from me</p> <ul style="list-style-type: none"> • Knowledge Sharing: To use my extensive knowledge in areas a, b, and c to help you get up to speed in 3 months. • Patience and Support: To be patient and supportive as you learn all the complicated workflows and the ERP system in the Section. • Commitment and organized approach: <ul style="list-style-type: none"> • A proactive approach to train you so that you become autonomous and operational within 3 months. • A guide with the most important elements in each of the areas I work in. • Guidance as of month no. 4: To stop my mentoring role as of month no. 4, once you have transitioned into your role. 	<p>This is what I expect from you in your role</p> <ul style="list-style-type: none"> • Knowledge Sharing: I expect you to share your extensive knowledge in areas a, b, and c to help me get up to speed. • Patience and Support: I expect that you show patience and support as I learn the workflows and the ERP system in the Section. • Proactive Training: I expect you to be proactive in your training approach, ensuring I become autonomous and operational within 3 months. • Future Guidance: Once I better understand the Section: <ul style="list-style-type: none"> • I expect you to continue being responsible for areas a, b and c as well as be open to participate in other relevant projects that can have an impact in the Organization. • I also expect that you are available for any future questions regarding areas a, b & c. <p>This is what you can expect from me</p> <ul style="list-style-type: none"> • Guidance and Support: To provide clear guidance and support as you train them in areas a, b, and c. • Open Communication: The G6 will maintain open and transparent communication to ensure mutual understanding of needs and progress. • Respect for Expertise: The G6 will respect your expertise in these areas and be open to learning from your experience. • Future Collaboration: The G6 will collaborate with you on important projects and tasks once they are fully operational 	<p>Behaviours we expect to see from each other</p> <p>Behaviours expected by colleague 1 (G5) from colleague 2 (G6):</p> <ul style="list-style-type: none"> • Participate in training sessions and asks relevant questions. • Share insights and experiences that could improve the team's workflows. • Show patience when explaining complex processes. • Offer positive feedback during the training period on the effectiveness of the training methods, so that I can develop new skills. • Take initiative to practice and apply what has been learned in training. • Take back all the responsibilities after the initial training period. <p>Behaviours expected by colleague 2 (G6) from colleague 1 (G5):</p> <ul style="list-style-type: none"> • Give me feedback on my training progress. • Have clear instructions and resources to understand areas a, b, and c. • Provide me with a clear schedule, detailed training programme and documents to read. • Have an open dialogue and address my questions or concerns promptly. • Be open to learning from my past experiences and suggestions, even if things are done differently in this Section. • Lead areas a, b and c and take some new projects and tasks. • Seek my input on important decisions and project plans on areas a, b and c.

3. Basis of the professional relationship

Colleague 1	Colleague 2	Information/observable behaviours
<ul style="list-style-type: none"> • What is important for me in the relationship <ul style="list-style-type: none"> • Trust • Safe environment • Mutual respect • My working style <ul style="list-style-type: none"> • Responsible • Attentive to detail • Prioritizing and organized • Open to continuous communication • My goals and priorities <ul style="list-style-type: none"> • Meeting deadlines • Providing quality services for clients • Improving workflows and procedures • My behaviour under stress <ul style="list-style-type: none"> • I struggle to remember important details or deadlines • I put in extra hours to cope with workload • I withdraw from colleagues and avoid social interactions • Other important information not covered so far <ul style="list-style-type: none"> • Working hours? / Holidays? • Flexible Working Arrangements (FWA) days? • Holiday / FWA during Christmas? 	<ul style="list-style-type: none"> • What is important for me in the relationship <ul style="list-style-type: none"> • Trust • Assume everything done/said is with good will • Respect • My working style <ul style="list-style-type: none"> • Macromanaging • Results driven while being people oriented • Very flexible (with staff who are responsible) vs. not flexible with staff who do not deliver • My goals and priorities <ul style="list-style-type: none"> • Client satisfaction and customer service • Meeting deadlines • Keeping high standards • My behaviour under stress <ul style="list-style-type: none"> • I get very impatient • I can be a bit snappish • I become very serious, stop smiling, become less flexible • Other important information not covered so far <ul style="list-style-type: none"> • Flexibility from both sides 	<p>Non-negotiable items</p> <p>From colleague 1 (G5)</p> <ul style="list-style-type: none"> • Do/ support things against integrity <p>From colleague 2 (G6)</p> <ul style="list-style-type: none"> • Going on holidays without having a back-up to cover you while away • Putting personal agenda before team agenda <p>Current way of doing things vs. new way of doing things as of today (Space reserved for changes that need to be introduced in the professional relationship)</p>

4a. Communication styles (Effective communication between colleagues)

Colleague 1 (G5)	Colleague 2 (G6)	Information/observable behaviour
<p>My communication style is:</p> <p><input type="checkbox"/> Direct and Assertive: I want small talk and get down to business quickly; I focus on results; I value straightforward and action-oriented communication</p> <p><input type="checkbox"/> Analytical and Logical: I need detailed and analytical explanations; I focus on accuracy; I value detailed and fact-based communication</p> <p><input type="checkbox"/> Supportive and Empathetic: I value emotions and relationships; I focus on feelings; I am sensitive about how things are said to me</p> <p><input checked="" type="checkbox"/> Systematic and Organized: I need time and space to think things through; I focus on efficiency; I value organized and systematic communication</p> <p>My preferred way to learn about problems is:</p> <p><input type="checkbox"/> I would like my supervisor to provide direct and specific feedback on performance issues and how to improve</p> <p><input type="checkbox"/> I would like my supervisor to discuss performance issues with me by showing detailed information and offering a point-by-point analysis of performance areas needing improvement</p> <p><input type="checkbox"/> I would like my supervisor to approach me by offering supportive and developmental feedback with a focus on improvement and deliver a balanced and supportive feedback to encourage improvement</p> <p><input checked="" type="checkbox"/> I would like my supervisor to present the performance issues in a structured and organized manner and discuss together a structured plan to solve the problems</p> <p>My preferred method for addressing disagreements is:</p> <p><input type="checkbox"/> Frank and direct discussions not paying special attention to the feelings of the other person</p> <p><input type="checkbox"/> Objective and fact-based dialogue to address disagreements</p> <p><input type="checkbox"/> Paying a lot of attention to the feelings of the other person when navigating disagreements</p> <p><input checked="" type="checkbox"/> Structured problem-solving session to address disagreements</p>	<p>My communication style is:</p> <p><input type="checkbox"/> Direct and Assertive: I want small talk and get down to business quickly; I focus on results; I value straightforward and action-oriented communication</p> <p><input type="checkbox"/> Analytical and Logical: I need detailed and analytical explanations; I focus on accuracy; I value detailed and fact-based communication</p> <p><input checked="" type="checkbox"/> Supportive and Empathetic: I value emotions and relationships; I focus on feelings; I am sensitive about how things are said to me</p> <p><input type="checkbox"/> Systematic and Organized: I need time and space to think things through; I focus on efficiency; I value organized and systematic communication</p> <p>My preferred way to learn about problems is:</p> <p><input type="checkbox"/> I would like my supervisee to provide direct and specific feedback on the performance issue, so that I can provide some support to the staff member</p> <p><input type="checkbox"/> I would like my supervisee to discuss performance issues with me by showing detailed information of the performance area needing improvement, so that I can provide some support to the staff member</p> <p><input checked="" type="checkbox"/> I would like my supervisee to approach me by asking for supportive and developmental feedback with a focus on improvement, so that I can provide some support to the staff member</p> <p><input type="checkbox"/> I would like my supervisee to present the performance issues in a structured and organized manner, so that I can provide some support to the staff member</p> <p>My preferred method for addressing disagreements is:</p> <p><input type="checkbox"/> Frank and direct discussions not paying special attention to the feelings of the other person</p> <p><input type="checkbox"/> Objective and fact-based dialogue to address disagreements</p> <p><input checked="" type="checkbox"/> Paying a lot of attention to the feelings of the other person when navigating disagreements</p> <p><input type="checkbox"/> Structured problem-solving session to address disagreements</p>	<p>Information/observable behaviours about the communication styles that will contribute to an ongoing dialogue between both colleagues</p> <p>Behaviours expected by colleague 1 (G5) from colleague 2 (G6):</p> <ul style="list-style-type: none"> • Regularity: I value organized and systematic communication • Support: Get support to address the issue in an structured manner • Data and facts: Get concrete and contextualized specific examples about the problem, support on how to address the issue, and regular feedback on how I am doing <p>Behaviours expected by colleague 2 (G6) from colleague 1 (G5):</p> <ul style="list-style-type: none"> • Not to assume anything that can upset you without checking with me first • To agree on a method on how you would like me to give you feedback that may be uncomfortable to hear • To give me feedback to 1) reinforce something I am doing well and 2) help me improve an area that needs development when appropriate • To have this conversation every 2 months to finetune any aspects of the relationship <p>To use this table every time we need to revise anything that needs clarification</p>

4b. Feedback (Effective communication between colleagues)

Colleague 1 (G5)	Colleague 2 (G6)	Information/observable behaviour
<p>This is my preferred way to <u>speak about problems with colleague 2</u></p> <ul style="list-style-type: none"> • Talk face-to-face, so that there are no misunderstandings • Feeling that I am treated with respect. • My supervisor warns me in advance about the problem he wants to speak about, describing what we will discuss. This will allow me to prepare for the conversation <p>This is my preferred way to <u>get feedback from colleague 2</u></p> <ul style="list-style-type: none"> • Monthly check-ins (at least) • Keep me in the loop of important/current projects • It's better to send emails when assigning specific tasks • If it's a particular situation, it's better to talk face-to-face • Make it clear now when should I send a reminder on my questions and when should I put you in copy 	<p>This is my preferred way to <u>speak about problems with colleague 1</u></p> <ul style="list-style-type: none"> • Communication is an essential part for working harmoniously in the team. You can expect from me goodwill and honesty as well as to create the environment for a trustful relationship. In this respect, I expect from you the same • I expect from you not to assume anything that can upset you without checking with me first. If something bothers you, I expect to know as soon as possible, so that we can solve the misunderstanding/problem • To discuss with you about how would you want me to give you feedback that may be uncomfortable to hear (My preferred way to give you feedback that may be uncomfortable to hear is...) <p>This is my preferred way to <u>get feedback from colleague 1</u></p> <ul style="list-style-type: none"> • To let me know that you would like to discuss something that is affecting my/your work • To start the conversation by saying: <ul style="list-style-type: none"> • We need to discuss something that is important for you to know. When would be a good moment to have a conversation? The matter I would like to discuss with you is about... • What I am going to tell you is in good will and my intention is to make you a better professional/make you shine/make you improve something that needs your attention. • Would you like to hear what this is about? • To construct your message in the following the 4 steps of the Non-Violent Communication: <ul style="list-style-type: none"> - Observations - Feelings - Needs - Request 	<p>Information/observable behaviors that will indicate communication is effective between the two sides</p> <p>Behaviours expected by colleague 1 (G5) from colleague 2 (G6):</p> <ul style="list-style-type: none"> • Clear instructions: Tell me about the problem with clear explanations so that I can understand better how to improve • Time to prepare: Know the problem in advance and have time to prepare for the conversation • Timeless: Have feedback as soon as a problem happens or an expectation is not met. <p>Behaviours expected by colleague 2 (G6) from colleague 1 (G5):</p> <ul style="list-style-type: none"> • Honesty: If there is something you are not happy with, I expect you to tell me directly rather than to go around telling others • Avoid assumptions: If there is a problem between both of us, I expect you to: <ul style="list-style-type: none"> - Say whatever it is not clear/any assumptions you may have directly and politely - Not to be in a defensive mode - Be constructive when discussing difficult issues • Make it factual: When giving me feedback that can be uncomfortable to hear and in order for me to be open to the discussion/not to take it personally, formulate your message following the 4 steps of the Non-Violent Communication: <ul style="list-style-type: none"> - Observations - Feelings - Needs - Requests