



Expectations & Commitments

Time Required: 2-3 hours depending on the number of people

Number of Participants: Leadership team members of the two natural work groups with up to 15 people per group

Materials Required: 4 flipcharts, markers, masking tape

Follow-up: Requires a follow-up by a volunteer sub-group for finalizing the document and getting sign-off from leadership. Additionally there is a requirement to periodically review performance and adherence to the agreements, scheduling meetings as required to make any necessary modifications.

Purpose

To identify expectations and requisite commitments between two parties or interdependent groups in a way that enhances trust and builds integrity while driving higher performance levels.

Note: This tool can be used between individuals and/or groups within a team or between two separate teams. With multiple facilitator, it can be used with more than two teams.

- ◆ The process of reaching final agreement on expectations and requisite commitments may include follow-up negotiation.

How to use

1. After the consultant explains the tool to the large group, it is divided into the two work groups, using flip charts in separate parts of the room, or preferably in separate rooms.
2. Review team mission and goals to identify where lack of commitment has limited performance levels of the team or the organization. Also discuss where expectations are being met.
3. Be as specific as possible and list the commitments of this team vis-à-vis the other team.
4. Be as specific as possible and develop “I expect” or “We expect” statements pertaining

How to use

continued

to the other team, that will drive higher levels of performance or that are consistent with prior agreements.

5. After a break, reconvene back in the large group, placing expectations flipcharts side by side with commitments charts of the other group. Work through each list, adding commitments or modifying expectations as determined by the group.
6. Solicit sub-team volunteers to finalize a consolidated master document to submit to leadership for sign-off. This is best done very soon after the session.
7. Disseminate final document to all team members. This may be in the form of a pocket card or a document that can be posted at one's work station.
8. Incorporate review and discussion of the expectations and commitments agreements into the normal meeting schedule, to assure that everyone remains aware and implements the letter and spirit of the agreements.