



2020

TEAM RE-CONTRACTING GUIDE

FERRAZZI GREENLIGHT

TRANSFORMING TEAMS TO TRANSFORM THE WORLD

WE'VE ALWAYS DONE IT THIS WAY

As you react and respond to the current circumstances by adapting your strategy and operations, you have an opportunity to proactively and intentionally re-contract your team's dynamics. Failing to speak candidly, opting for report outs instead of collaborative dialogue, and depending on a hub-and-spoke system of accountability may have been "the way we have always done it", but starting today, you must leave that behind.

WHAT IS RE-CONTRACTING?

In the new world of work, ambitious, audacious, and agile are essential elements. Regardless of your title, the size of your project, you must lead without authority and bring more people into your team to help generate more impactful ideas and find ways to reach your outcomes faster.

RE-CONTRACTING IS THE ESSENTIAL FIRST STEP

The aim of re-contracting is to facilitate an environment where bold input and ideas flow freely through all stages and iterations. The focus is on bringing everyone together to agree to engage with each other in new ways of working by creating a powerful social contract. This contract is around behaviors that support co-creation, collaboration, and Co-Elevation®. Re-contracting ensures the promise of radical inclusivity and grants full access to the diversity of voices, ideas, and contributions from the team.

“Collaboration just isn't enough anymore...we need to redefine the actual contract of working together from collaborating to Co-Elevating.”
- Keith Ferrazzi

THE PROCESS OF RE-CONTRACTING

- 1** We recommend getting your team together and talking about how the way we worked in the past isn't going to cut it going forward. In our increasing remote or blended environment, we need a new set of rules that we all agree will help us accomplish our goals and find joy in our journey together.
- 2** Let your team know that you are scheduling a meeting specifically to discuss and collaborate on how we can Co-Elevate one another.
- 3** Once you have established the intention of the meeting, send out information that will help your team prepare for the re-contracting. Use the worksheet on page 4 and ask each member complete it and bring it to the meeting.

DURING THE MEETING

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Set the stage for the meeting. Discuss what Co-Elevation® means to you and your team. Have your team break into small groups of 3-4 people. Have each person in the group share their scores with their small group. Ask the group to capture the highs and the lows of each re-contracting category and select a spokesperson for the group. (Be sure the group has the questions that you are going to ask them to report on in front of them.)

5

Reconvene the group and have each small group report back on their highest rated categories and what it has meant to the team to be successful in this area. Then, ask each group report back and share their lowest rated category or categories. Once everyone has shared, break out again into groups and come up with ideas on how to improve in the lowest rated areas. Use these small groups to come up with the breakthrough ideas.

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Reconvene, share ideas, and create your team's contract of acceptable behaviors. Also agree upon how you can call each other out when you fall short. Because you will fall short. You will mess up. Everyone will backslide into old, comfortable behaviors from time to time. Set this expectation at the beginning and it will lighten up those moments when the inevitable happens so everyone can embrace the progress instead of living with the shame of the misstep.

7

Finally, have the team agree in this meeting to stay true to the new standard of a truly transformative outcome and agree to meet the criteria that the team is shooting for. A co-creating team must have a clear bar that they set for themselves in order to make bold decisions – not necessarily the easiest or most popular decisions.

AFTER THE MEETING

8

Hold each other accountable each time you get together. Live what you re-contracted to do. What makes the re-contracting conversation so valuable is that you raise the bar for high performance while at the same time agreeing to accept each other's faults when we fall short. When we remind ourselves to have empathy for each other's old habits and rituals, it's easier to commit to supporting each other in forming new ones. It's easier to make sure we bring every team member across the finish line together.

Re-contracting is a process that can and should be repeated periodically as team members come and go. Each time, it can be done with a focus on new issues that might emerge during collaboration and co-creation.

Candor

IS OUR TEAM CO-ELEVATING?

Our team commits to speaking candidly in service of each other and the team's mission, even when it is risky to do so.

☐

Strongly Agree

☐

Agree

☐

Neutral

☐

Disagree

☐

Strongly Disagree

Collaboration

Our team collaborates and creates tangible value from the interdependencies that exist between members.

☐

Strongly Agree

☐

Agree

☐

Neutral

☐

Disagree

☐

Strongly Disagree

Teaming Out

All members of our team are strategically and intentionally building authentic relationships with the people who are critical to our success and the success of our team.

☐

Strongly Agree

☐

Agree

☐

Neutral

☐

Disagree

☐

Strongly Disagree

Accountability

Our team members are accountable for their individual commitments, and they are dedicated to doing whatever it takes to cross the finish line together

☐

Strongly Agree

☐

Agree

☐

Neutral

☐

Disagree

☐

Strongly Disagree

Development

Our team is actively pursuing learning experiences and providing peer-to-peer coaching to one another.

☐

Strongly Agree

☐

Agree

☐

Neutral

☐

Disagree

☐

Strongly Disagree

Energy

Our team is maintaining engagement and elevating energy by celebrating our successes and demonstrating gratitude.

☐

Strongly Agree

☐

Agree

☐

Neutral

☐

Disagree

☐

Strongly Disagree

Relationships

Our team is leading with generosity and building caring, trusting, and supportive relationships with one another.

☐

Strongly Agree

☐

Agree

☐

Neutral

☐

Disagree

☐

Strongly Disagree

Outcomes

Our team is achieving its full potential as it pursues innovation and transformation.

☐

Strongly Agree

☐

Agree

☐

Neutral

☐

Disagree

☐

Strongly Disagree

ADDITIONAL SUPPORT

Re-contracting a team can be difficult, especially if there is history, general distrust, tension, or broken relationships. Ferrazzi Greenlight knows that business is human, and relationships power growth. We have spent 20+ years coaching executives and compiling research to transform teams and uncover hidden growth opportunities.

Optional additional services are offered to assist you in coaching changes within your team, including:

- An individual Reboot and re-contracting session for your team that will focus on coaching each member to understand and practice how work can be more effective and efficient.
- A 6-session team coaching event that promises to accelerate your team's mission while immersing your team in new ways of thinking, behaving, and coaching. Our partnership helps you deliver results while building the muscle memory that will sustain the changes over time, regardless of whether your team remains remote, returns to in-person work, or balances both.
- A 10-day video coaching series created for leaders or remote workers to help them focus on trying new high-return practices that drive to greater results.
- And so much more. We can tailor an approach and content to meet your needs, all in service of helping you achieve your north star and specific measurable outcomes.

AN INVITATION TO JOIN US

You are invited to reach out to us, at no charge, so we can co-create the diagnostic intervention that will have the greatest impact on your results. We'll explore our research, reflect on your own challenges and opportunities, and consider how best to elevate the results of your organization.

You can arrange a call by emailing vdulaney@ferrazzigreenlight.com

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