



workbook

Colleague to Manager

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reframing the change

With a change in role can come a necessary shift in team dynamics, from trusted peer to manager, and this can be tricky to navigate, especially if you're remaining in the same team. Reframing how you think about these changes can make them feel natural and positive rather than awkward or confusing.

1. Consider what potential 'losses' in the transition from team member to manager you may experience. Notice if there is anything you are worried, concerned or disappointed to be losing from your previous position. Ask yourself 'How can I reframe this'? What does your new position allow you to influence that you would have been grateful for while you were a team member? Spend a moment considering a reframe for each 'loss'. To further your thinking on this, consider what impact it could have on you, and how you may be able to mitigate the negative impact of that loss e.g. if peer to peer connection is important to you, think about finding a local professional networking club or start a peer group at work.

loss	reframe – what does this allow me to?	what else can I do?
e.g. The comradery of complaining	e.g I can now have real impact in solving those well-known pain points	e.g I could invite some other dept new managers for beers

date:

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contracting

what

Contracting is essentially having a conversation about **how you work together**, and how you can make it even better. It means you can design how to get the **best out of each other**, and can hold each other **accountable** for working according to your contract.

This makes giving each other feedback, both positive and corrective, easier.

how & why

Contracting is designed to make your team, or an individual relationship within it, as brilliant as possible. It can be used both to help form working relationships with new team members and strengthen relationships with existing team members. This workbook details the essential prep before starting a **Contracting Conversation** to get the best from it. Both parties involved should prep ahead (you can both use this workbook as a guide).

Contracting Conversations should be **warm, useful** and **dopamine rich**.

current working styles

2. Think of the colleague that you are preparing for a Contracting Conversation with and place them on the scales below in terms of their working style. Do the same for yourself. This can give you a good visual clue as to how you can work well together and how you can leverage each of your strengths.

Big picture ————— Detail orientation
 Planned ————— Freewheeling
 Task ————— People
 Data ————— Instinct
 Optimism ————— Pessimism
 Few words ————— Many words
 Conflict adverse ————— Conflict comfortable
 Solo player ————— Team worker

3. What are your top 3 similar strengths and top 3 opposing strengths, and how can you make those strengths work together?

similar strengths	how to work it	opposing strengths	how to work it
1		1	
2		2	
3		3	
e.g. optimism	e.g. we have fun collaborating and set the vibe of the team together	e.g. me: task oriented them: people oriented	e.g. they can help me get more buy in. I can help them drive results.

preparing for your contracting conversation

4. Work through the suggested questions below, designed to get you thinking about what a contracting conversation can cover. Once you've got to grips with contracting, **both parties** can prepare with these questions before any contracting conversations.

What does it look like when our working relationship is brilliant?

Where are your priorities? What aren't your priorities?

How will we work together? How are you most effective at work?

How will we make decisions?

How will we give each other feedback?

How will we handle problems, raise concerns, or repair when things go wrong?

can we name any of the steps?

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leading out loud

Simply explaining *out loud* your thought process, rationale and issues that are leading to decisions, plus options you are considering grows strong team bonds and safety. It might sound like: "This is a new client and we need to show them what we can do before we push back too much, I am thinking that..."

5. Evaluate your experiences with 'leading out loud', both as a team member and a manager:

Reflect on a time when a manager could helpfully have explained their thinking to you, **but didn't**. How might they have done it and what impact would it have had for you?

Reflect on a time when a manager **did** explain their thinking to you. How did they do it and what impact did it have for you?

Out of 10, how explicitly are you leading out loud currently?

/10

Note any areas you feel you could share more of your thinking.

date:

use this page to summarise your actions, schedule them, and diarise a review time for yourself

add your action date and review date to your personal diary

action	summary	action date	review date

date: