



Designing the Alliance Worksheet

Description

Having excellent relationships that foster understanding, learning, and achievement is not a one-time effort, but rather is a process of continual reassessment, negotiation, and redesign. At regular intervals, effective leaders have conversations with colleagues and employees that serve to enhance the working relationship. Effective alliance design conversations:

- Are mutual
- Focus on what is most important about the relationship and its potential.
- Consider the most important agendas of each person.
- Include a high-degree of listening.
- Are authentic — communication is open, genuine, and forthright.
- Result in clear agreements regarding how the relationship will work.

Intentionally designing an alliance with someone else places the focus on the relationship between the parties, and asks: *How can we empower this relationship so that it serves both of us, the team, and the organization as much as possible?*

Instructions

1. Use other relationship assessment tools in this toolkit to diagnose and identify which of your relationships would gain the most from focused attention. In particular, use the *Individual/Team Relationship Assessment*.
2. Do foundational work: For example, review questions from the *On-Boarding Conversations* tool, do work to clarify Vision and Values, and so forth.
3. Use the *Designing the Alliance Worksheet* to reflect on the importance of this relationship and what potential it possesses, and to plan for a “designing the alliance” conversation.
4. Use the *Talents Discovery Questions* to plan ongoing designing the alliance conversations.



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1. What is the potential of this relationship? If it were operating optimally, what would be the benefit to both parties? In a Leader/Employee relationship, what would be the benefit to the employee, team and organization?

2. What are the values that will be most important in this relationship?

3. Review the questions from the On-Boarding Conversation tool: Which questions will be most important in this conversation?

4. What agreements will make the most difference?



Talents Discovery Questions — Ongoing Designing the Alliance Conversations

1. How would you describe success in your current role? How can you measure it? Here is what I think. (Add your own comments.)

2. What do you actually do that makes you as good as you are? What does this tell you about your skills, knowledge, and talents? Here is what I think. (Add your own comments.)

3. Which part of your current role do you enjoy the most? Why?

4. Which part of your current role are you struggling with? What does this tell you about your skills, knowledge, and talent? What can we do to manage around this? Training? Positioning? Support system? Partnering?
