

## Operating Agreements

### Definition:

"Explicit agreements about the way the team will work together to accomplish purpose."

### Purpose:

- Ensure everyone has opportunity to contribute
- Increase team productivity
- Facilitate the group's ability to achieve goals
- Increase productivity by decreasing wasted time on disagreements or frustrations

### Consider:

- Time—will meetings begin and end on time?
- Participation —What are expectations about participation/workload? How will we accommodate style differences?
- Accountability—Who is responsible for what? How do we hold one another accountable?
- Communication—What agreements do we have about communicating with one another?
- Conflict Management—What steps will we take to resolve conflict?

### Writing Operating Agreements:

State as "We will . . ." or "We agree . . ." and describe what "it" looks like when done right.

### Example:

We agree to trust our teammates. We will:

- Presume positive intentions of our teammates.
- Let teammates do their best work by appreciating different approaches.
- Honor teammates' style preferences—be aware of style differences and capitalize on individual strengths.
- Follow through on commitments to the organization and our team.



We agree to engage in respectful, unfiltered conflict around ideas. We will:

- Seek to understand by posing clarifying questions.
- Guard our team time to ensure the opportunity to partner for our best work.
- Find balance between the work (individual/collective) and team processing (reflection).
- Address issues as they arise and with the person directly.
- Practice passionate, unfiltered debate.

We agree to commit to decisions and plans of action. We will:

- Voice a different viewpoint.
- Commit to being supportive of the team decision.
- Make clear and timely decisions - identify and agree on decision-making timeline and who is involved.

We agree to hold one another accountable for delivering quality work in support of team plans. We will:

- Have clarity about what we are accountable for, both collectively and individually.
- Remind one another when we are not living up to performance standards, both behaviors and results.

We agree to focus on the achievement of our collective results. We will:

- Use data to plan and improve our work.

## Resource List—Teaming and Meeting Management

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