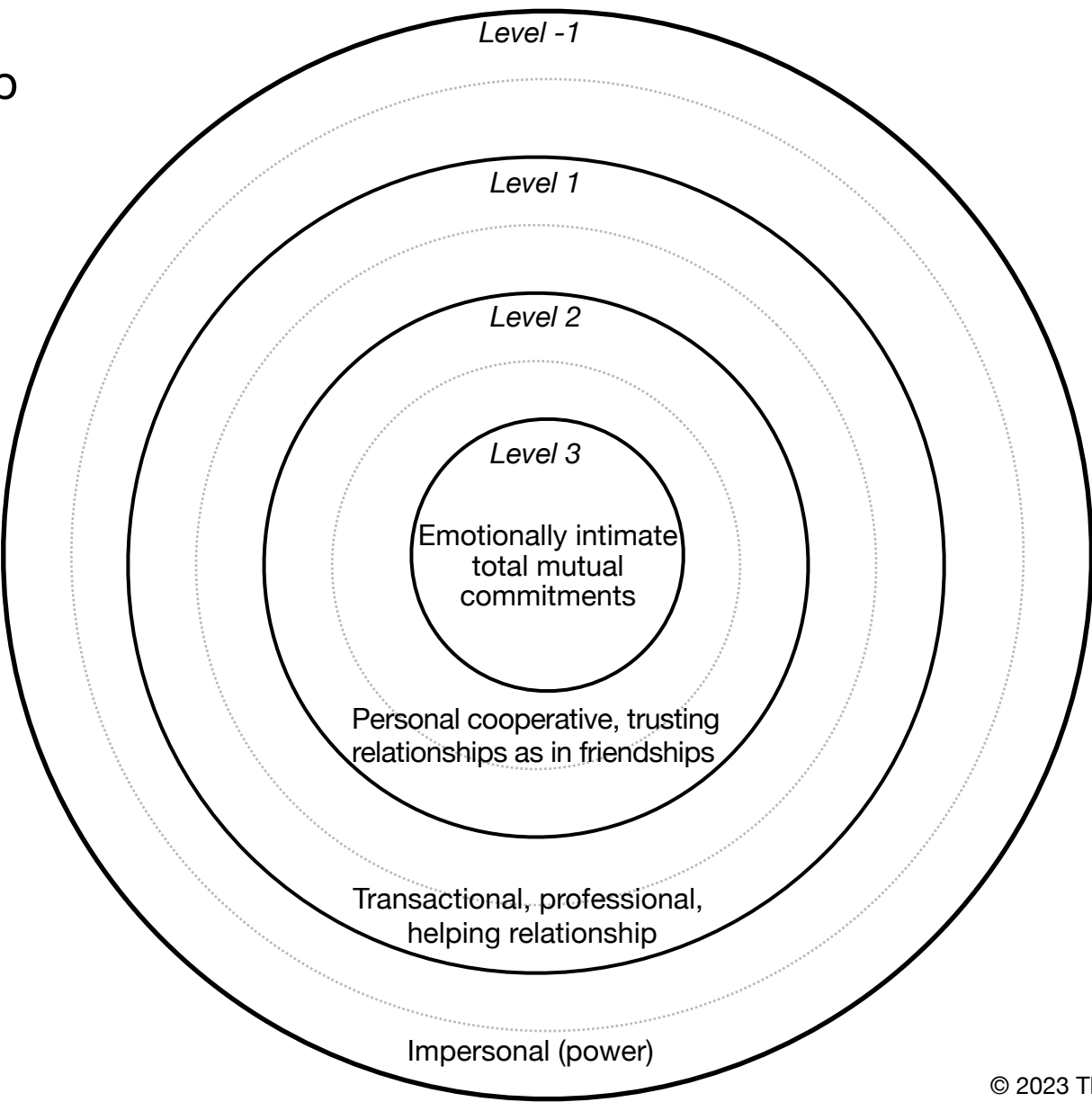




Difficult relationship

List here any relationships that you feel for some reason need special attention



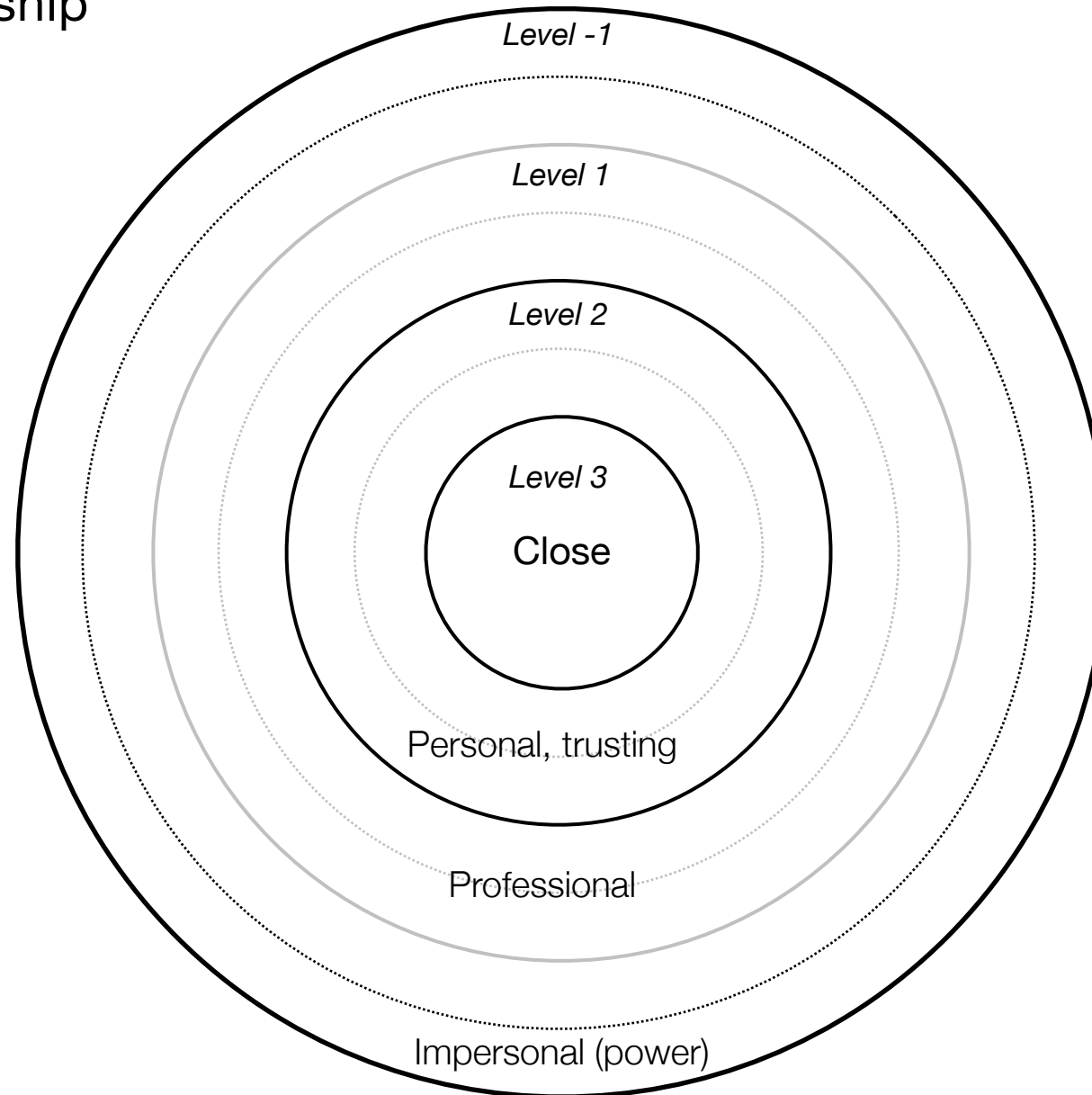
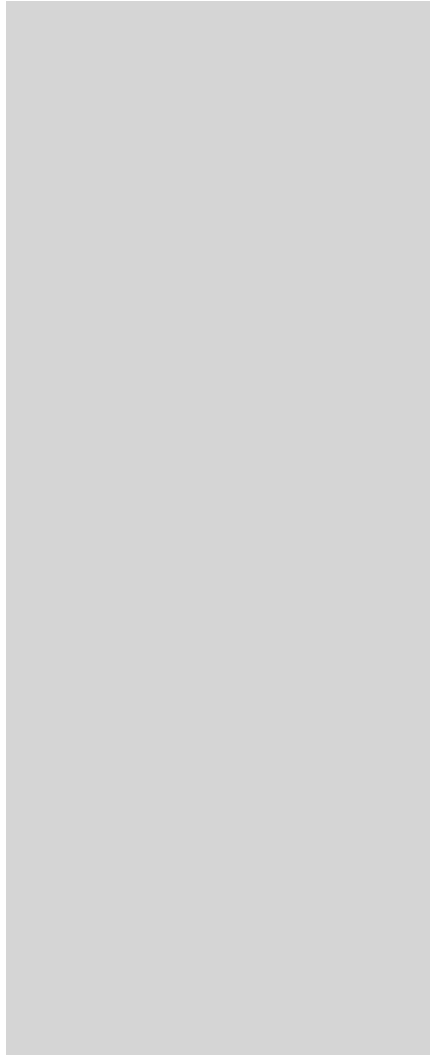
Relationships that need to be

List here any relationships that you feel need to be established

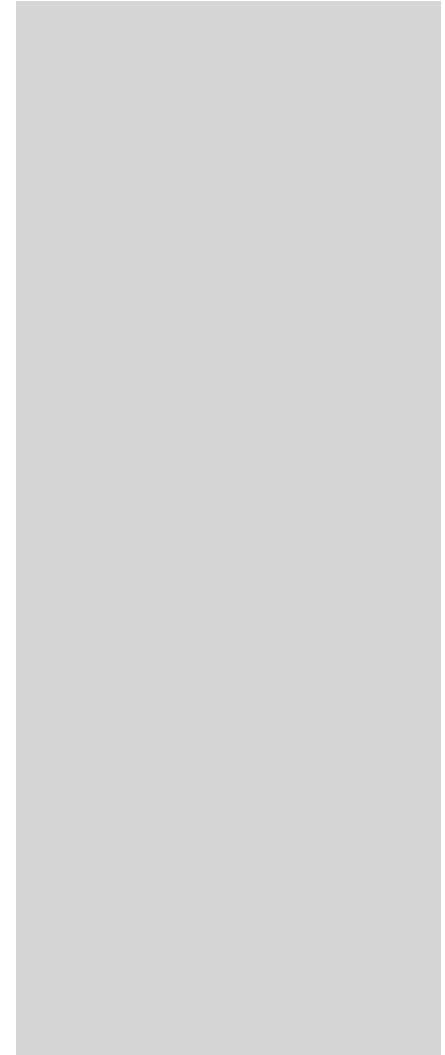
Your task is to plot your direct reports (or collaborators/stakeholders) on the template provided **on the next page**, keeping in mind each individual using the questions on page 3. Use their initials to represent where you currently see them fitting into these circles. Once you have a complete picture, make a copy of your sheet - and send it to Mike for our next conversation.



Difficult Relationship



Relationships that need to be established





Evaluating Team Relationships

Here are some reflective questions you can ask yourself to gauge where your work relationships fit on this scale. Take a moment to consider these questions honestly; your answers could be a compass guiding your management approach.

Level -1: Total impersonal based on power and hierarchy

Question 1: Do I use my position of authority to dictate actions without considering input from my direct reports?

Question 2: Is there an environment of fear or intimidation when interacting with my team?

If you answer 'yes' to these questions, your relationship is likely at Level Minus 1. It's time to reassess your approach to encourage a more cooperative and respectful environment.

Level 1: Transactional, role and rule-based supervision

Question 1: Are my interactions with direct reports solely based on tasks and responsibilities?

Question 2: Is the relationship chiefly guided by policies, procedures, and role expectations?

Answering 'yes' here indicates that your relationship is transactional at Level 1. This is common in many professional settings.

Level 2: Personal, cooperative, trusting relationships

Question 1: Do I trust my direct reports and feel trusted by them in return?

Question 2: Is there open and honest communication beyond work-related topics?

If you find yourself nodding in agreement, you have a Level 2 relationship with your team members,

Level 3: Emotionally intimate total mutual commitments

Question 1: Do my direct reports and I share personal aspirations and life goals?

Question 2: Is there a deep sense of mutual respect going beyond professional courtesy?

A 'yes' to these questions places your relationship at Level 3. This level of intimacy is rarely seen in professional settings but can be a powerful driving force for unparalleled teamwork.

Reflecting on these questions will provide insight into your current relationships and pave the way for fostering more profound, more meaningful connections with your team. After all, as the saying goes, "Connection before Content."