

Operating Manual

When things are going well, we tend to show up as our best selves, but during stressful times we can fall short of who we want to be. Individual reflection can help us see our own behaviors more clearly and help us pay attention to how we respond to different circumstances. This clarity helps us express how others can support us, and what each of us on the team needs and can expect from each other.

How long will this take?

60 minutes of individual reflection + Share out

When should I use it?

You're noticing the team is stressed and are starting to fall into destructive communication patterns. The Operating Manual can help you understand each other and be more intention about how you respond and support each other both when things are going well and when things are hectic.

What will I need?

+ Operating Manual template

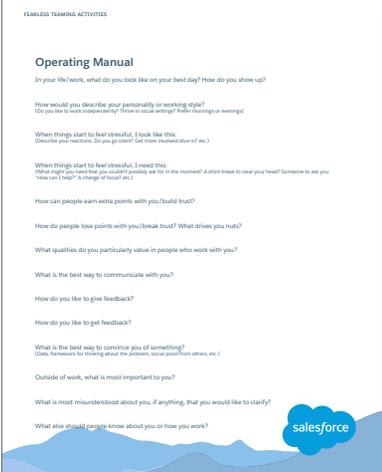
How can I do this with a dispersed team?

Send everyone the Operating Manual template. Ask them to reflect on their answers and once they are done create a Quip document they can share with the team.

INSTRUCTIONS:

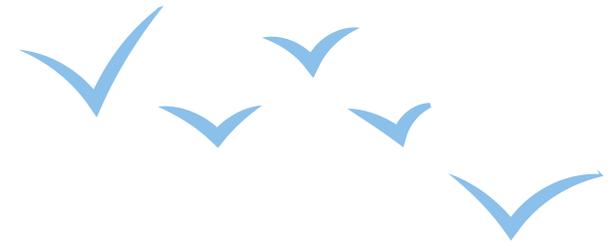
This activity has two parts: individual tasks and a team share out:

1. Have each person answer the Operating Manual questions in the template below. When completed, have them to publish their Operating Manuals in Quip, and read each other's responses.



The image shows a document titled "FEARLESS TEAMING ACTIVITIES" with the subtitle "Operating Manual". It contains a series of reflective questions for individuals to answer. The questions are: "If your life/work, what do you look like on your best day? How do you show up?", "How would you describe your personality or working style? (Do you like to work independently? How do you manage other meetings or meetings?)", "When things start to feel stressful, I look like this: (Describe your reaction. Do you get silent? Get more demanding? etc.)", "When things start to feel stressful, I need this: (What might you need that you usually couldn't get in the moment? A chair back to clear your head? Someone to ask you 'how can I help?' A change of focus? etc.)", "How can people earn extra points with you/build trust?", "How do people lose points with you/break trust? What drives you nuts?", "What qualities do you particularly value in people who work with you?", "What is the best way to communicate with you?", "How do you like to give feedback?", "How do you like to get feedback?", "What is the best way to convince you of something? (Data, framework for thinking about the problem, video proof/learn others, etc.)", "Outside of work, what is most important to you?", "What is most misunderstood about you, if anything, that you would like to clarify?", and "What else should people know about you or how you work?". The document has a blue Salesforce logo at the bottom right.

2. In your next team meeting, ask everyone to share a reflection about what they learned about themselves, what they learned about someone else, and how this process worked for them.



Operating Manual

In your life/work, what do you look like on your best day? How do you show up?

How would you describe your personality or working style?
(Do you like to work independently? Thrive in social settings? Prefer mornings or evenings)

When things start to feel stressful, I look like this:
(Describe your reactions. Do you go silent? Get more involved/dive-in? etc.)

When things start to feel stressful, I need this:
(What might you need that you couldn't possibly ask for in the moment? A short break to clear your head? Someone to ask you "How can I help?" A change of focus? etc.)

How can people earn extra points with you/build trust?

How do people lose points with you/break trust? What drives you nuts?

What qualities do you particularly value in people who work with you?

What is the best way to communicate with you?

How do you like to give feedback?

How do you like to get feedback?

What is the best way to convince you of something?
(Data, framework for thinking about the problem, social proof from others, etc.)

Outside of work, what is most important to you?

What is most misunderstood about you, if anything, that you would like to clarify?

What else should people know about you or how you work?

The Salesforce logo, consisting of the word "salesforce" in white lowercase letters inside a blue cloud-like shape. The logo is positioned in the bottom right corner of the page, partially overlapping a decorative blue wavy graphic at the bottom of the page.

salesforce