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THE SPOT
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Agenda

WELCOME TO

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- A Closer Look at SLAs
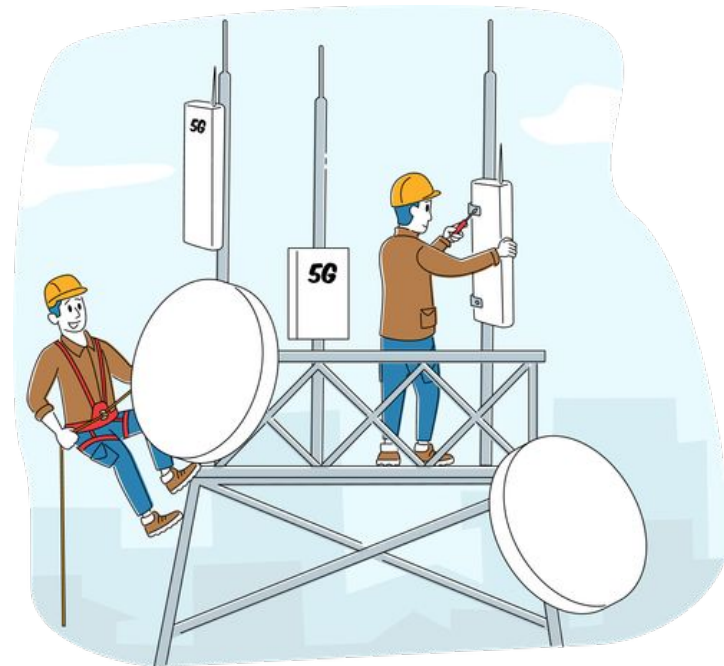
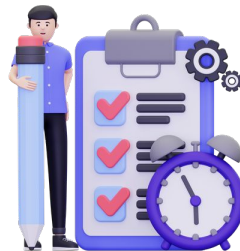- Tools to help you build stronger teams

- Q&A

What are SLAs?

The History

SLAs originated in the **late 1980s in the fixed wire communication industry** as a means of ensuring timelines for service delivery.
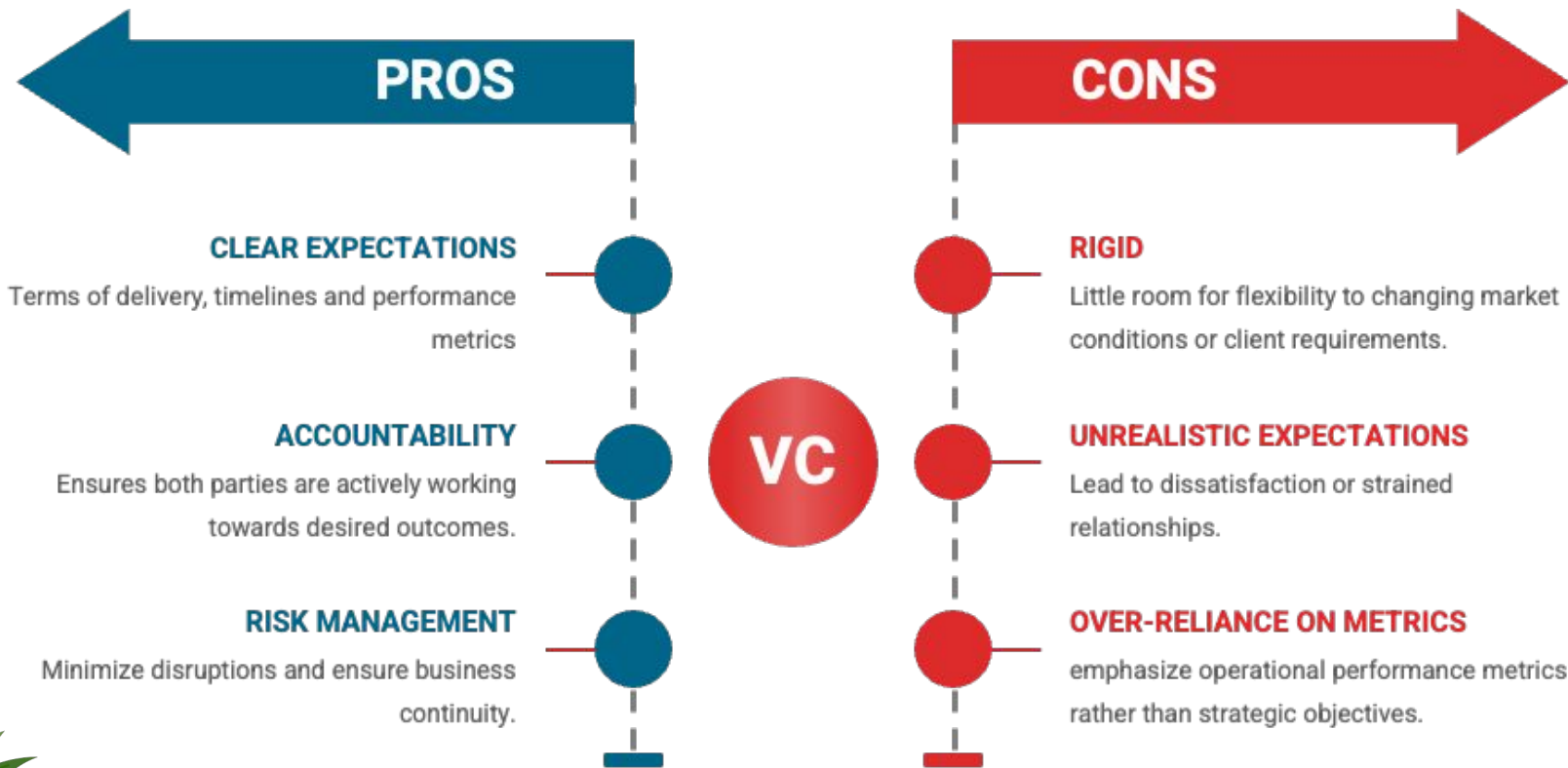
Key Outcomes

Marketing Services

Timelines

Reporting

Translates to Clear Expectations

But....

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PROS

CONS

VC

CLEAR EXPECTATIONS
Terms of delivery, timelines and performance metrics

ACCOUNTABILITY
Ensures both parties are actively working towards desired outcomes.

RISK MANAGEMENT
Minimize disruptions and ensure business continuity.

RIGID
Little room for flexibility to changing market conditions or client requirements.

UNREALISTIC EXPECTATIONS
Lead to dissatisfaction or strained relationships.

OVER-RELIANCE ON METRICS
emphasize operational performance metrics rather than strategic objectives.

Are SLAs still relevant
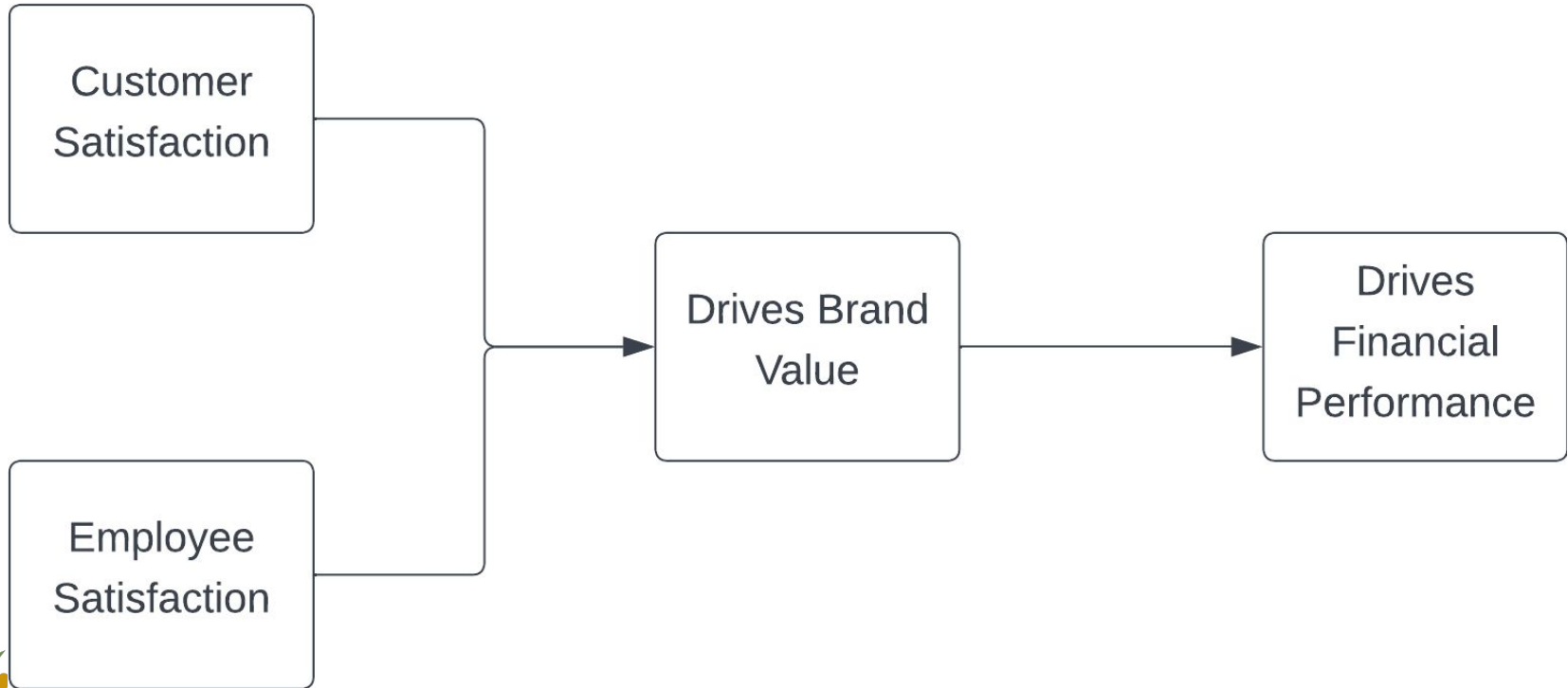
Let's take a step back

Operations are the processes used to produce or deliver products and services to the customer.

The products/services delivery results in revenue.

An organization is profitable if the revenues outweigh the costs, Thus creating value.

This is nothing but strategy

Basically...

An **SLA should align with an organization's strategy and drive value**. If not, one is left with a myopic operation focused on operational performance metrics that may not account for strategic objectives.

What is the point of an SLA if

- it does not align with strategic goals?

- it does not adapt to dynamic changes in the market?
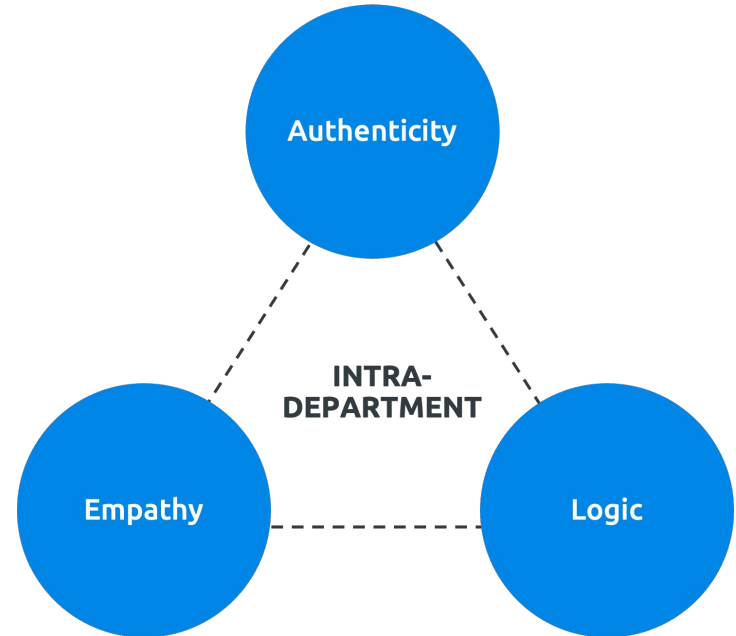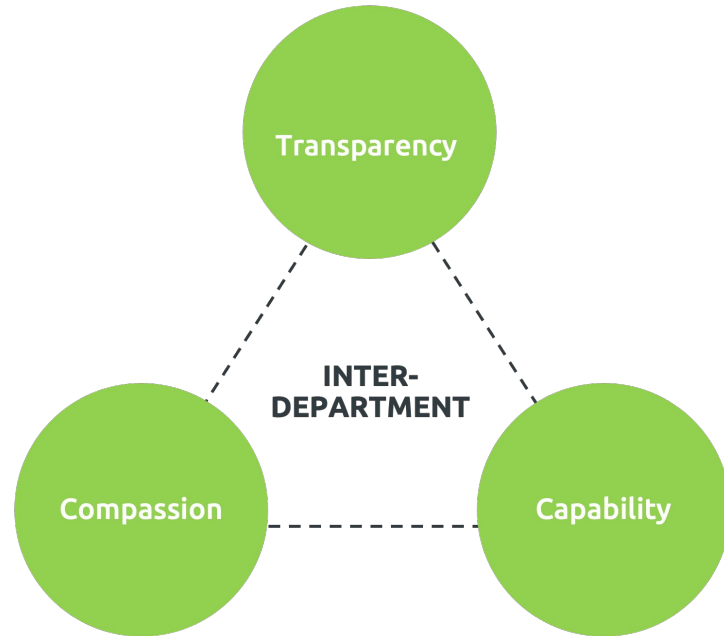
The Solution?

Did you know?

- Most organizational performance issues are actually trust issues in disguise.
- In poor-performing cultures, the virus that is infecting the organization is low trust.
- Symptoms are wide-ranging dysfunction, redundancy, turnover, bureaucracy, disengagement, and fraud.

The Key Ingredients for Collaboration
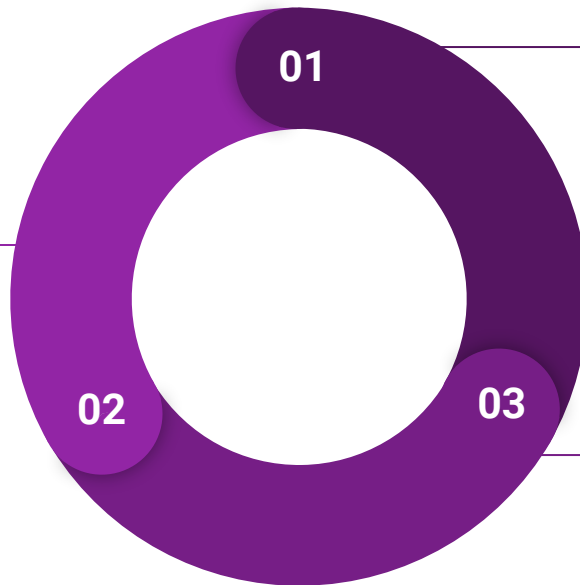
Relationship Building

Tenets of building lasting relationships

Transparency

Be open and honest about priorities and mitigating factors that could influence projects and encourage your team and stakeholders to do the same.

Accountability

Make your mistakes, own your mistakes, fix your mistakes

01

02

03

Trust

Relying on the knowledge that your team will do what needs to be done for the good of all involved.

Transparency

- Transparency can take many forms in an organization
  - pay transparency
  - leadership transparency
  - net zero transparency
  - financial transparency
  - customer transparency

- Teams that collaborate cross-functionally can leverage transparency to provide updates on tasks, priorities, successes, and losses.
  - Team newsletter
  - Team quarterly updates
  - Quarterly town hall hosted by your team where you invite anyone from the company to attend

> Breaking away from knowledge-hoarding—which can be a serious issue, especially at organizations where longer-tenured employees harbor lots of institutional knowledge—helps employees collaborate and solve problems more effectively.

5 Benefits of More Transparency in Your Workplace, Rebecca Hawk, https://www.asaecenter.org/association-careerhq/career/articles/talent-management/5-benefits-of-more-transparency-in-your-workplace

Accountability

TWO SOURCES OF ACCOUNTABILITY

1. External - Boss, coworkers, spouse, parents, etc.
   a. Tends to rely on
      i. Empirical data
      ii. External feedback

2. Internal - Self-efficacy and actualization
   a. How our actions and the outcomes make us feel about ourselves
   b. In a team setting, when internalized accountability sources are more dominant, meeting external accountability KPIs can be easier to achieve
   c. Your company's culture and values must create an environment of focusing on learning over punishment

WHAT YOUR COLLEAGUES ARE SAYING

According to a survey conducted by HRDive, 82% of its respondents admitted that they have "limited to no" ability to hold others accountable successfully.

On the other hand, 91% of respondents said they would rank "improving the ability to hold others accountable in an effective way" as one of the top leadership development needs of their organization.
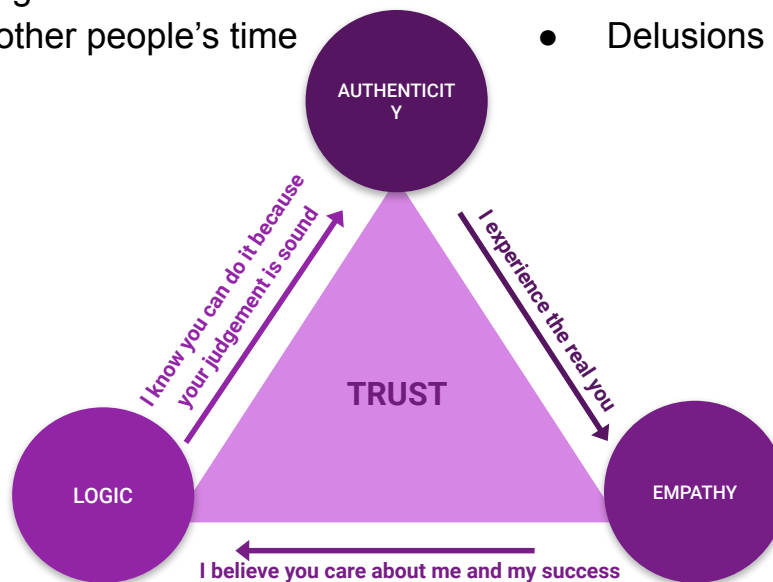
How to Actually Encourage Employee Accountability, Julia Kirby, https://hbr.org/2020/11/how-to-actually-encourage-employee-accountability

10 Pitfalls That Destroy Organizational Trust

- Aversion to making choices
- Reliance on heroic employees
- Shiny object syndrome
- Disengaged middle management
- Casual relationship with other people's time

- Comfort with collateral damage
- High incidence of the "Sunday scaries"
- People-pleasing in the boardroom
- Tolerance for misalignment
- Delusions of meritocracy

AUTHENTICITY

I know you can do it because your judgement is sound

I experience the real you

TRUST

LOGIC

EMPATHY

I believe you care about me and my success

10 Pitfalls That Destroy Organizational Trust, by Frances X. Frei and Anne Morriss
https://hbr.org/2023/10/10-pitfalls-that-destroy-organizational-trust

Aligning Goals, Understanding Roles

Aligning goals: organizational x departmental

What are your org's primary goals for the current and upcoming year?

- What role does your department play in helping the company get there?
- What departments do you need to partner with to accomplish these goals?
- Are they aware of their role in helping your org accomplish their goals, as well?

Understanding roles

BELBIN®   Belbin Team Role Descriptions

Belbin has identified nine different clusters of behaviour – contributions that people can make to faciliate team progress. These are called the Belbin Team Roles. Each role has strengths and associated weaknesses. If a strength is present, the corresponding weakness is often termed 'allowable'. It's usual to have a few preferred Team Roles, and to display both strengths and weaknesses for those roles.

Resource Investigator

Strengths:
Outgoing, enthusiastic, communicative.
Explores opportunities and develops contacts.

Associated/Allowable Weaknesses:
Over-optimistic. Loses interest once initial enthusiasm has passed.

Teamworker

Strengths:
Co-operative, perceptive and diplomatic.
Listens and averts friction.

Associated/Allowable Weaknesses:
Indecisive in crunch situations.
Avoids confrontation.

Co-ordinator

Strengths:
Mature, confident, identifies talent.
Clarifies goals. Delegates effectively.

Associated/Allowable Weaknesses:
Can be seen as manipulative.
Offloads own share of the work.

Plant

Strengths:
Creative, imaginative, free-thinking.
Generates ideas and solves difficult problems.

Associated/Allowable Weaknesses:
Ignores incidentals. Too preoccupied to communicate effectively.

Monitor Evaluator

Strengths:
Sober, strategic and discerning.
Sees all options and judges accurately.

Associated/Allowable Weaknesses:
Lacks drive and ability to inspire others.
Can be overly critical.

Specialist

Strengths:
Single-minded, self-starting, dedicated.
Provides knowledge and skills in rare supply.

Associated/Allowable Weaknesses:
Contributes only on a narrow front.
Dwells on technicalities.

Shaper

Strengths:
Challenging, dynamic, thrives on pressure.
Has the drive and courage to overcome obstacles.

Associated/Allowable Weaknesses:
Prone to provocation. Offends people's feelings.

Implementer

Strengths:
Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.

Associated/Allowable Weaknesses:
Slow to respond to new possibilities.
Somewhat inflexible.

Completer Finisher

Strengths:
Painstaking, conscientious, anxious.
Searches out errors. Polishes and perfects.

Associated/Allowable Weaknesses:
Inclined to worry unduly.
Reluctant to delegate.

For more information: +44 (0)1223 264975 | www.belbin.com

Improving Training and Documentation

- Is there an effective onboarding program built out for new employees that not only covers organizational policies, but also job specific processes?

- Are their processes built into your org's ecosystem to ensure continuity when your primary SEM leaves the company?
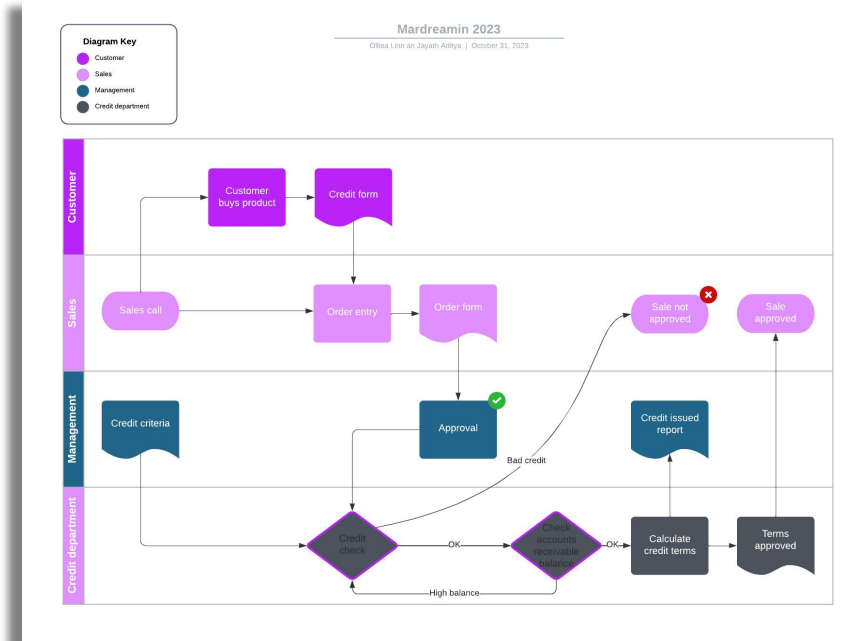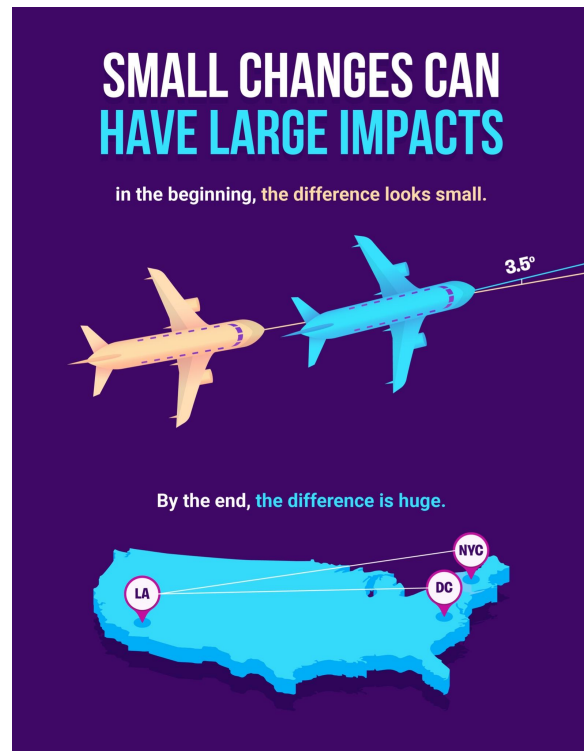
Avoiding Siloed Decision-Making

The **true impact** of **small changes**

- In organizations, siloed decision making can be a detriment to its overall health

- Every action has a reaction, whether intended or not

- A small change made by one department can cause a large impact to another

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SMALL CHANGES CAN **HAVE LARGE IMPACTS**

in the beginning, **the difference looks small.**

3.5°

By the end, **the difference is huge.**

NYC

LA   DC

Need some collaboration inspiration?
Give this curated playlist a listen!

Thank You!