

Steps to Making and Keeping the *PACT*

Timing ¹	PACTing Step
Day 1	<ol style="list-style-type: none"> 1. Setting the stage: My job is to support you in doing the best job you can do 2. Clarity of the specific job: <ol style="list-style-type: none"> a. Job description b. Position goals and expectations
Week 2	<ol style="list-style-type: none"> 3. The bigger picture perspective: <ol style="list-style-type: none"> a. Share Team goals and expectations b. Share Organizational goals and expectations c. Discuss how their specific job fits in and contributes to this bigger picture. 4. Preparing for the <i>PACT</i> discussion: <ol style="list-style-type: none"> a. Include a little “Get to know each other better” conversation, for example: <ul style="list-style-type: none"> • Ask about pivotal periods of the person’s life, e.g. education/training choices, last job. • What contribution to your last job are you most proud of? b. Ask employee to be thinking about what they want from this job, both short-term and long-term, and that you’ll discuss it during your next meeting
Week 4	<ol style="list-style-type: none"> 5. Initial exploration of employee’s needs and aspirations: <ol style="list-style-type: none"> a. “In general, tell me a little about what’s really important to you in a job?” b. “What about this job?” Consider both short-term and long-term; c. Clarify so that you are clear on the employees needs/aspirations; 6. Make the initial <i>PACT</i>: <ol style="list-style-type: none"> d. Identify specific actions you can do to help support- make sure you can follow through on these actions e. Make an explicit agreement (<i>PACT</i>) that you will support each other’s goals – meaning you support the employee’s goals and the employee supports the organizational goals
Ongoing	7. Ongoing conversations: Performance Support process
Possible Difficult situations	<p>When there are challenges:</p> <ul style="list-style-type: none"> ▪ Explore past experiences and possible lessons to be gained from them: “What difficulties did you encounter in your past jobs?” ▪ If an employee requests support that you are having trouble understanding or coming up with a reasonable way in which you can support, ask: “Tell me what you think I could do to support you here” or “What would my support look like here?” ▪ Practice the <i>Conflict Transformation</i> process when needed.
Personal Development to be more skilled as a <i>PACTing</i> boss	<ul style="list-style-type: none"> ▪ Self-reflection ▪ Feedback – 360 and/or other authentic input from others ▪ Find a Coach ▪ Honing your skills to effectively practice the People<i>PACT</i>® Principles of Humane Leadership

¹ A relative time schedule... if this is an existing employee – you can probably go from Step 5 to Step 6 in a much shorter time-frame.