



SETTING KEY DELIVERABLES

INDIVIDUAL CONTRIBUTORS GUIDE

INTRODUCTION

This guide is designed to help individual contributors prepare, draft, and finalize key deliverables in collaboration with their leaders. Refer to this guide when setting new key deliverables and as often as needed throughout the check-in period.

Each school/unit has strategic objectives and priorities that need to be realized. Key deliverables align individual contributors to each school's/unit's strategic objectives and operational priorities. They clarify what is expected of each individual contributor and what they are accountable for in their specific role. When key deliverables are clear and assessed consistently, individual contributors can utilize their skills, abilities, and interests to achieve results.

KEY DELIVERABLES ARE FOUNDATIONAL FOR DRIVING PERFORMANCE EXCELLENCE.

Key deliverables are:

- Major job responsibilities supporting strategic and operational priorities
- High stakes, high visibility, and/or urgent outcomes
- Important outcomes such as a discrete, one-time action or a recurring activity
- Milestone(s) within a larger and longer effort

Key deliverables are NOT:

- Performance improvement plans
- Career development goals
- Engagement goals
- Task lists

PRINCIPLES TO KEEP IN MIND

Research has shown individuals are most responsive and understand performance expectations best when key deliverables are established jointly between the two. Frequent conversations about performance build trust and open the door for discussing future opportunities that align with career aspirations. If you need additional support, please contact your leader for guidance.

DRAFTING KEY DELIVERABLES WORKSHEET

Each key deliverable will have a defined objective, time frame, and results. Use the following worksheet to draft key deliverables. All individual contributors can register for an upcoming [Setting Key Deliverables](#) training session to learn more about how to define objectives, time frame, and results.

ALIGNMENT TO PRIORITIES AND ASPIRATIONS

What are the team’s objectives and priorities that you feel you and your role can contribute towards this period? If you are unsure of your team’s priorities, ask your leader.

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Is there an upcoming or seasonal initiative that you are typically involved in that needs to be prioritized because of the urgency? List as many as you can think of in the box below.

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Is there a school/unit objective or priority that aligns with your current skills or future aspirations that you feel you can contribute towards in your current role? List 1-3 in the box below.

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SPECIFICS OF THE KEY DELIVERABLE

Using notes from above, draft a key deliverable that you can work on within the scope of your current role.

DETERMINE THE OBJECTIVE

An objective is a concrete outcome that you want to accomplish. Ensure the outcome supports one or more of the focus areas from above but also considers your interests, capabilities, and aspirations.

Example 1: Source candidates for vacant positions.

Example 2: Provide support (scheduling, coordination, meeting minutes) for monthly leadership meetings.

IDENTIFY THE TIME FRAME

Time frame is the length of time that is needed to achieve the outcome(s). The objective is ideally able to be completed within the check-in period.

Example 1: Within 3 weeks of posting.

Example 2: Schedule all meetings by December 1st, organize and distribute agenda one week prior to each meeting, distribute meeting minutes by the next business day.

DEFINE THE RESULTS

What will be seen if the outcomes are successfully reached? Include criteria that specify quantity, quality, effectiveness, or other measures of success.

Example 1: Source 10 qualified candidates for each position.

Example 2: Provide accurate meeting information, ensure meeting environment is prepared and issue-free, distribute accurate meeting minutes to all meeting invitees.

PUTTING IT ALL TOGETHER

Draft key deliverables by combining the above objective, time frame, and results in the box below.

Example 1: Source 10 qualified candidates for each opening within 3 weeks of posting the job.

Example 2: Schedule all upcoming leadership meetings by December 1st. Coordinate all meeting logistics including organizing and distributing the agenda no later than one week prior to each meeting and ensuring the meeting environment is prepared in advance and issue-free. Take accurate meeting minutes and distribute them to all meeting invitees by the next business day.

FINALIZING KEY DELIVERABLES

As the next step, leaders and individual contributors meet to review the key deliverables each have drafted and come to an agreement on the 1-5 deliverables the individual contributor will work on during the check-in period. It is important that individual contributors are open to their leader's input and be encouraged to share points of view about why key deliverables were chosen.

Step 1: In advance of the conversation, provide a draft of your key deliverables to your leader and ask that they do the same. Review their draft in advance, make notes, and identify any questions for discussion.

Step 2: At the start of the meeting, your leader should provide a brief reminder of the key priorities and then ask you to share the key deliverable(s) you feel are most important or are most excited to work on.

Step 3: Your leader may ask clarifying questions about what was shared to seek understanding. They should acknowledge any key deliverables that address areas of focus or priority.

Step 4: Your leader will present the key deliverables they drafted and provide the rationale for each. Ask questions about the key deliverables for clarification and provided feedback, as needed. Seek understanding of how each of the key deliverables aligns to your current role or aspirations.

Step 5: Discuss the range of key deliverables suggested and decide which key deliverables to establish for the upcoming check-in period.

Step 6: Discuss, at a high level, how to accomplish each agreed upon deliverable. Discuss considerations such as timelines, contingencies, risks, stakeholders, etc. that may impact high quality completion and decide together any milestones that can be set.

Step 7: Ensure to leave the conversation with a clear understanding of each key deliverable and expectations around them. Confirm understanding of key points and ask questions if any open points remain. Acknowledge that periodic check-ins on progress are expected and forthcoming during one-on-ones and check-in conversations.

Step 8: Enter key deliverables into the platform and await sign-off from your leader.