

# SPOTLIGHT FRAMEWORK

The SPOTlight framework helps communicate decisions effectively to your team, especially when people aren't in the same room.

Use the framework to plan out what you might say to your team about an upcoming decision that you need to share. We encourage you to write it out as research shows it leads to better communication.

Practice delivering the message to your cohort on your next call. Get their feedback on how you can refine the language to make it more clear and more effective. We've included an example below to help you get started.

# S

## SITUATION

What is the context for the decision?

# P

## PRIORITIES

How did you prioritize values and goals?

# O

## OUTCOME

How will you measure and report back?

# T

## TALKBACK

Give the team a chance to ask questions and share feedback.

In this example, you've decided to push back a project deadline by two weeks because your client hasn't delivered the items you need to move forward. Your goal is to explain the decision to the team in a way that clearly ties to organizational values.

### Situation

Our work has been delayed because the client has been slow to give us the information we need.

### Priorities

We considered how delaying the deadline would impact the client's business, and how it would affect your workload. We know many of you are working on other projects and this shift creates overlap. We're giving some grace to the client because they do a lot of business with us and are going through a major transformation, but we've told them it's a one-time only situation. At the same time, we want to respect our values of Team Comes First and Work With Care, so we'll be bringing in some additional resources to support the project.

### Outcomes

We will work closely with you to navigate workload and will bring in help as needed. This should not create an overwhelming amount of work for anyone and we want to know as early as possible if you anticipate any challenges.

### Talkback

This was a difficult decision for us and I know you probably have questions or concerns. Please share them with me now so we can work through them together.

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