BLUE CODE

a book for Team Leaders

Everything Team Leaders need to know, to deliver Team Standards, enable the understanding and living of AIESEC Values and the development of Core Competence, towards achieving AIESEC 2020.

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What it consists of?

THE TEAM BEHAVIOURS

The Behaviours every Team in AIESEC should portray to develop Competence, live AIESEC Values and achieve 2020.

THE TEAM STANDARDS HOW-TO

A 9-page step-by-step guide to help Team Leaders implement every process under the Team Standards.

THE TEAM LEADER CALENDAR

When we compile all Team Standards put together in a Timeline, this is how the Team Leader's Routine looks like.

THE TEAM BEHAVIOURS

The Behaviours every Team in AIESEC should portray to develop Competence, live AIESEC Values and achieve 2020.

AGILITY

We are agile in solving problems.

We crave for progress constantly.

We are flexible and improve when needed.

GROWTH

We improve our performance through making sustainable decisions.

We are accountable to each other.

We are grounded with facts and data to achieve common goals.

EMPATHY

We put our Customers first.

We value the opinion of others.

We help each other grow.

EAGERNESS

We place our focus on goals that matter.

We contribute to achieve our ambition.

We dare to go the extra miles.

If you want to learn more about how to implement this: **aies.ec/competence**

THE TEAM STANDARDS HOW-TO

A 9-page step-by-step guide, to help TLs implement every process under the Team Standards.

Read this first: The How-To's might seem a lot of text. We're really sorry for that. You don't need to read it all at once. Use the 9 pages to clarify the steps to implement the processes of the Team Standards you're not sure of, and keep coming back to the Blue Code whenever you need more clarification. Also, if you want to learn even more, use the hyperlinks to check more resources, information and GCPs.

TEAM STANDARDS

BUILDING

1. TEAM CREATION

1.1 Transition, 1.2 Core Competence & Functional Skills, 1.3 Team Rules

2. TEAM PLAN

2.1 Team Purpose, 2.2 Goals, 2,3 Strategies, 2.4 JDs, 2.5 Timeline, 2.6 Budget, 2.7 Team Development Goals

3. INDIVIDUAL PLAN

3.1 Initial LDA, 3.2 Personal Development Plan

PERFORMING

4. RESULTS ELEVATION

4.1 Practical Learning, 4.2 Team Working Time, 4.3 Team Incentive System

5. PERFORMANCE TRACKING

5.1 Accountability System, 5.2 Individual Tracking Meeting, 5.3 Weekly Review, 5.4 Monthly Review, 5.5 Quarter Review

6. SUPPORT SYSTEM

6.1 LEAD Spaces, 6.2 Team Meetings, 6.3 O2Os, 6.4 Team Days, 6.5 Feedback

CLOSING

7. TEAM DEBRIEF

7.1 Reporting on Results, 7.2 Team Development Review, 7.3 Feedback

8. TRANSITION

8.1 Knowledge & Skill Transition, 8.2 Documents & Tools Transition, 8.3 Suggestions for Next Steps & Way Forward

9. INDIVIDUAL DEBRIEF

9.1 Final LDA, 9.2 Personal Development Pan Review

1

TEAM CREATION

Principle

During Team Creation, you , as Team Leader, should first understand the learnings, failures and success from the past team. After this, set the space to understand and acquire the competence and functional skills required for you and your members to deliver on the job. Set rules that support the team experience and help people to be accountable.

How-to for each Process:

1.1 Transition

- Get hold of all the documents and tools used on the past team;
- Receive information about all that was plan and done/not done;
- Understand key achievements, learning and failures;
- Understand what you would like to start, stop, continue and improve considering the last team's work.

When to implement?
For you, from your selection until the moment the term starts. For your members, in 2 the first weeks.

1.2 Core Competence & Functional Skills

- Open the Competence Model, and understand the competence required for the success of your operation. Map what is the level expected for each core competence for you and your members;
- Do a self assessment to check the competences you already have, and for the ones you don't have, create a learning plan;
- Assess the level of competence of your members and host a space for them to understand what they still need to learn;
- Create a learning plan with actions and DDLs for them, and add it to their Personal Development Plans. Use Team Standards to provide them spaces to develop Competence & Skills;
- Assess their knowledge and skills every month and if you spot any gaps, provide education (e.g. experts deliver training);

When to implement?
For you, from your selection until the term starts. For your members, in week 2 during their first O2O/Individual Tracking Meeting.

1.3 Team Rules

- Reinforce all AIESEC Values, which the team needs to live and portrait throughout the experience;
- Provide the space for your team to share what they consider essential norms to work in harmony, in accordance to the AIESEC Values. Set your non-negotiable rules to be followed by everyone;
- Define the key behaviours that the team will commit to portrait with until the end of the experience;

When to implement?
Set in week 1 of the Team Experience, after Team Plan was done. Reviewed in Monthly Reviews.

DOs & DON'Ts and GCPs:
aies.ec/team-creation

2

TEAM PLAN

Principle

As a Team Leader, this is the phase you will be forming team cohesion, putting together all your members' goals and purposes to one: the team. The team goal needs to be challenging, have clear strategies and DDLs, and be customer-oriented. JDs will help your team members to understand what are their personal contribution to achieving the goal.

How-to for each Process:

DOs & DON'Ts and GCPs: aies.ec/team-plan

2.1 Team Purpose

- Create a space in which your members will be able to share their personal purposes related to that experience;
- Then, create together a picture of success for the team: why does our team exist and what do we want to achieve (clear ambition);
- Connect all of it and create one statement that sums up the common purpose you have;

→ **When to do it:** In Week 0 of the experience, right before the term starts. Reviewed in Monthly Reviews.

2.2 Team Goal

- Align that the goal is what makes the team purpose measurable;
- Analyse the performance of your operation on the same timeline in the previous year in your LC, and finally define your team goal;
- Cross-check the goal with your own TL, and divide it amongst the team according to their JDs;

→ **When to do it:** In Week 0 of the experience, right before the term starts. Reviewed in Weekly Reviews.

2.3 Team Strategies

- Once the goal is set, create the strategies that your team will act upon and will lead to the team achieving the goal;
- Analyse your customer needs, and how can you best fulfil them;
- Brainstorm with the team all possible ideas and strategies to make the team achieve the goal while fulfilling best the customer needs;
- Cluster same ideas into categories, and prioritise the ones that will bring the team the biggest return, these should be your strategies;

→ **When to do it:** You do research during Initial Transition. Strategies are set in Week 0 of the experience, right before the term starts. Reviewed in Monthly Reviews.

2.4 JDs

- Have an individual meeting to clarify to each of your members their roles. Explain what are the weekly activities each of them will be tracked upon **(e.g.: John is responsible for the market X, and running Y and Z weekly, so we can achieve W)**;
- State what are the performance indicators you'll track them upon **(e.g.: John's KPIs are # of Y and Z weekly, and % of W achieved)**;
- Explain your own JD leading and managing the team. Explain the Team Standards, what's your responsibility and what's theirs;

→ **When to do it:** Presented in Week 0 of the experience, right before the term starts. Explained in detail in Week 2, during first O2O/ Individual Tracking Meeting. Reviewed Monthly in O2O/ Individual Tracking Meeting.

2.5 Timeline

- Understand with your team the global timeline for your operation;
- Allocate your strategy to the timeline to support the results;
- The team needs to know: focus per month, strategies per month, actions to be taken - what shall be done at all points of the timeline;

→ **When to do it:** In Week 0 of the experience, right before the term starts. Reviewed in Monthly Reviews.

2.6 Budget

- Understand how does your product provides and captures value;
- Understand the costs involved in running your product execution in each phase of the customer flow, and the investments you need;
- Check the budget available and review your strategy if needed;

→ **When to do it:** In Week 0 of the experience, right before the term starts. Reviewed in Quarter Reviews.

2.7 Team Development Goals

- Understand, with your team, what are the development aspects they expect to get from the experience, and set common goals;
- Host a discussion to see how they can contribute to each other's development, and keep hosting team spaces for it to happen;

→ **When to do it:** In Week 0 of the experience, right before the term starts. Reviewed in Monthly Reviews.

3

INDIVIDUAL PLAN

Principle

This is when you, as a Team Leader, gain awareness about the members' individual needs, strengths and weaknesses shown in LDA and Personal Assessment.
You will help them set a PDP, and will clarify their path to develop skills and competence through their JD. You ensure their PDP goals are as clear as their JD goals - with actions and DDLs.
It's also a moment to connect the dots to them between their JD and the personal goals they seek to achieve.

How-to for each Process:

3.1 Initial LDA

- The Initial LDA must be taken by all members of the team, and they will only receive the invitation to fill the LDA if they are properly assigned on EXPA;
- If they have a hard time to find it on EXPA, help them by sending a tutorial. Make sure they take proper time to fill it and don't rush;
- Get all the LDA Results from your members and centralise them in a spreadsheet to which only you have access to;
- Debrief the LDA results with the members (individually) in the first O2O and help them find their main development focus accordingly;
- Use that moment to understand how each member of your team can complement each other's strengths and weaknesses;

→

When to do it:
LDA is taken by the Member in Week 1, once the experience starts in EXPA. Debriefed in week 2, during first O2O/ Individual Tracking Meeting.

3.2 Personal Development Plan

- After the LDA debriefing, in the same O2O, it's time to set the Personal Development Plan of each member;
- Base the LDA results and Personal Understanding of the Member about oneself to set clear objectives to the end of the experience;
- For each objective, start to create a backwards plan for them to develop the needed and/or desired skills and competence: set clear actions, DDLs and success indicators;
- Create a routine of accountability (min. 1 update per month during the O2Os, to check the progress, see what is Done x Not Done and make changes if needed);

→

When to do it:
Set in Week 2, during first O2O/ Individual Tracking Meeting. Reviewed Monthly in O2O/ Individual Tracking Meeting.

DOs & DON'Ts and GCPs: aies.ec/individual-plan

4

RESULTS ELEVATION

Principle

As a Team Leader, you're responsible for your members' "learn by doing", and on the ground training, which can really potentialise their results and goal achievement.
Keep in mind:
-70% of AIESEC's learning comes from practice;
-Ensure all working spaces have clear objectives and measures;
-Hosting such initiatives need to make your team more productive.

How-to for each Process:

4.1 Practical Learning

- Establish a clear flow for it to happen **(e.g.: 1st I do it and you watch me doing it, 2nd I do it and you do it with me, 3rd You do it and I watch you doing it)**;
- Set all topics your members need to learn practically, and when will it happen **(e.g.: Topic: Learn how to sell iGV, When: On day X, we'll go on 3 sales meeting with NGOs W, Y and Z)**;
- After the learning space is over, have a debriefing with your team member in order to know if it was effective and what are the main takeaways. Analyse if any other space is required;

→ **When to do it:**
In Weeks 2 and 3 of the experience. Can be used whenever a new process needs to be implemented.

4.2 Team Working Time

- Establish a routine of when will the team work together, and have everyone committing to dates and time **(e.g.: We will cold-call possible OPP Takers every Wednesday from XPM to XPM)**;
- Establish a goal for each working time **(e.g.: This Wednesday, we need to make Y cold calls and book at least Z meetings each during the working time)**;
- If there are results to be followed-up on, assign tasks with clear responsibles and deadlines after the working time;
- Continuously track who's attending and how effective these spaces are, based on the goals that you set and their achievement;
- The objective of the Working Time can change in spams of time, depending on the Operational Timeline.

→ **When to do it:**
Set in Week 1 during Team Rules. Happens weekly.

4.3 Team Incentive System

- Explain to your members the LC Incentive System that has been outlined by Talent Management, and have the campaign as a topic of your Team Meetings;
- Track how your members are holding up to the goals they need to achieve and appreciate them when they do it;
- Use the Incentive System as a motivation for people to aim for higher goals, thus improving their performance and development;

→ **When to do it:**
Introduced in Week 3 during Team Meeting/Weekly Review. Followed up weekly in Team Meeting/Weekly Reviews.

DOs & DON'Ts and GCPs:
aies.ec/results-elevation

5

PERFORMANCE TRACKING

Principle

As a Team Leader, your role is to manage your team to achieve goals. For that to happen, you need to put in place a simple accountability tool for them to check their progress constantly.
What was planned needs to be compared to what was achieved weekly, monthly and quarterly, as well as discussions needs to be hosted (in team and individually) on how to improve their actions towards achieving their goals should be hosted.

How-to for each Process:

5.1 Accountability System

- Ensure the whole Team understands: the goal (number), the measure you want to achieve (MoS), and the performance indicators that make you progress towards the measure (KPIs) **(e.g. # of Applicants is a KPI to achieve # of Approvals (MoS). The goal is 40 Applicants, 20 Approvals)**;
- Have a simple tool to be tracked and updated weekly, in which everyone can easily follow the goal achievement of MoS and KPI anytime;
- Share this tracking tool with your team, make sure they understand how to read it and update the team progress together in Weekly Reviews;

→ **When to do it:**
Set in Week 1 (after Team Plan), during Team Rules. Tracked Weekly in Team Meetings/ Weekly Reviews.

5.2 Individual Tracking Meeting

- Schedule a monthly Individual tracking meeting with each of your team members in a fixed date and time every month;
- Make sure that each of your team members have clear individual goals for the MoS/KPIs they are working for (this should have been done during Building Stage during JD and Personal Development Plan setting);
- Before the meeting, prepare yourself by checking the PDP of that member and the achieved so far in the term;
- During the meeting, start by reviewing with the member the goals achieved and the tasks done/not done. Review and assess their performance;
- Open a space to discuss the main difficulties the member is having, helping and providing perspective. Finally, finish the meeting setting the main activities that will be done to achieve the next month's goal;

→ **When to do it:**
Set in Week 2 during first O2O/ Individual Tracking Meeting. Happens Monthly (in 2nd week).

5.3 Team Weekly Review

- The role of this review is to have everybody on the same page when it comes to the current state of achievement of the monthly goal, and what actions will happen in order to achieve it by the end of the month;
- It's the time to update the Accountability Tool and do appreciations;
- Agenda differs according to Goal achievement and Operational Timeline;

→ **When to do it:**
Set in Week 1 (after Team Plan), during Team Rules. Happens Weekly.

5.4 Team Monthly Review

- The role of this review is to present information on % of achievement of the previous month goal, review main things that worked/didn't work, and understand the main changes that need to happen in terms of focuses and activities in order to improve and achieve next month's goals;
- Give them a clear picture of the goal achievement from start to end;
- Host discussions on how to improve topics that need improvement;
- Have a space to check the progress on the Team Development Goals;
- Revisit your Strategies and Purpose to ensure you stay true to them;
- Host feedback spaces to make room for improvement and appreciation;

→ **When to do it:**
Set in Week 1 (after Team Plan), during Team Rules. Happens Monthly (in 1st week).

5.5 Team Quarterly Review

- The role of this review is to put everybody on the same page when it comes to the results achieved in the quarter. Since one Quarter influences the other **(e.g.: Quarter 1 - Consideration, Quarter 2 - Value Delivery)**, it is important that the team understands how the results of the previous quarter will influence the goal achievement of the upcoming one, and plan the strategies accordingly;
- Use the space as a Team Re-Plan, revisiting everything: Purpose, Goals, Strategies, JDs, Timeline, Budget and Team Development Goals;
- Have all the monthly review spaces here, as the 3rd monthly review becomes the quarterly review;

→ **When to do it:**
Set in Week 1 (after Team Plan), during Team Rules. Happens Quarterly (in 1st week).

DOs & DON'Ts and GCPs:
aies.ec/performance-tracking

6

SUPPORT SYSTEM

Principle

As a Team Leader, you'll be the guardian of your members' experience, so make sure you enable valuable spaces for a fulfilling team experience.
Keep in mind:
- These spaces must have an objective behind them which ultimately leads you to better results, so don't host them just because you have to.
- Outline when, where, and how each space is going to be facilitated;
- Use the Global Learning Environments as a main resource.

How-to for each Process:

6.1 LEAD Spaces

- Based on your team members' LDA scores, prioritise what defining elements you need to focus on;
- Plan the spaces according to the Global Learning Environment that will suit it best **(e.g.: if 1 member has low score in self awareness, host an O2O focusing on identifying personal values; if the whole team has low scores, host a Learning Circle to discuss about it)**;

When to do it:
Hosted once per quarter, to fulfil Core Competence & Functional Skills, and the Team Development Goals.

6.2 Team Meetings

- Establish the weekly date and time for the meetings during Team Rules, according to general availability - Make sure that they know the attendance is non-negotiable and book themselves in advance;
- Outline the agenda for the meeting and send the main topics that will be covered to your members so they are aware of the objective;
- Ensure to embed the weekly Team Meetings with the Weekly Reviews, and cover all topics required **(e.g.: Goal Achievement, Updating the Accountability Tool, Recognition, Feedbacks)**;
- It's probably one of the couple touchpoints that you have in a week in which your whole team is together - make them be and feel supported by each other while living the experience together;

When to do it:
Set in Week 1 (after Team Plan), during Team Rules. Happens Weekly.

6.3 O2Os

- O2O is the name for the monthly touchpoint you need to have with each of your members individually, in a fixed date established by you in the beginning of the team experience;
- The objective of this space changes depending on the operational timeline, the maturity of the relationship between you and your members, and their development in terms of competence and skill;
- This is the space in which you will review the member's PDP;
- This is the space in which you'll give and receive feedbacks;
- This is the space in which you do the Individual Tracking Meeting;

When to do it:
Set in Week 2 during first O2O/ Individual Tracking Meeting. Happens Monthly (in 2nd week).

6.4 Team Days

- Team Days are the moments in which your team has the opportunity of connecting between themselves, not only professionally but as people - and re-energise themselves;
- You can use this space to recognise and celebrate achievements, educate and plan with your team for the upcoming months;
- Make sure to, co-build your Team Days with your team members as much as possible. This way they will feel ownership for the event;

When to do it:
Set in Week 1 (after Team Plan), during Team Rules. Happens Quarterly (in 1st week).

6.5 Feedback

- Explain the role of the feedback space and the expected output;
- Explain how the dynamic of the space will work. You can work on O2O feedbacks or 360 feedback, depending on your final goal;
- The main objective is to give everyone on the team inputs on what can they work on to improve their performance and recognise good work;

When to do it:
Done once per quarter during Quarter Review and O2O/ Individual Tracking Meeting. *Can be used more often if needed.*

DOs & DON'Ts and GCPs:
aies.ec/support-system

7

TEAM DEBRIEF

Principle

As a Team Leader, you need to make sure your team closes its experience, taking as output the performance they've delivered, results they've achieved, and learnings and development they've had.
The final review and feedbacks serve as an input for future experiences in and out of AIESEC, for them to know what can be improved.

How-to for each Process:

7.1 Reporting on Results

- Gathering the team final results in terms of performance;
- Presenting results to team;
- Gathering main learnings from the team;
- Generating a detailed report on achievements and non-achievements and reasons for so, and ensuring knowledge management for future generations;

→ **When to do it:**
Done on the Second Last Week of the Term.

7.2 Team Development Review

- Review Team Development Goals, gathering everyone's inputs on what was achieved or not, and giving inputs on what shall be done by each person individually to keep developing themselves;
- Reflect on the team development and how it could be enhanced;
- Having a head for the future space to talk about next steps;

→ **When to do it:**
Done on the Last Week of the Term, during Team Days.

7.3 Final Feedback

- The feedback content should be focused on giving inputs and perspective to teammates for the team experiences ahead (in and out of AIESEC), and for their next steps.
- Use these individual results for the individual debrief.
- Take feedbacks for your team management & leadership as well.

→ **When to do it:**
Done on the Last Week of the Term, during Team Days.

DOs & DON'Ts and GCPs:
aies.ec/team-debrief

8

TRANSI-TION

Principle

As team leader, you will want your legacy to be passed down and your successor to bring the department to more successes. Therefore, it is important for you to provide transition to your successor to learn from your success and failures to know how to do better in his/her term. At the same time, starting fresh as a new team leader, your successor will also need knowledge and skills transfer from you to be ready for his/her term.

How-to for each Process:

8.1 Knowledge and Skills Transition

(LCP + LCVP)

- Identify the element which will be kept from your term to remain in your successor's term as a form of continuity.
- From the final departmental report on the department's achievement and non-achievement, identify the functional knowledge and skills that your successor require to avoid the same mistake and failure. At the same time, identify the knowledge and skills required to ensure continuity.
- According to the transition schedule, educate the knowledge and skills to the successor. Connect the purpose of having the knowledge and skill with the learning from past failures and mistakes as well as to enable continuity.

(Team Leaders)

- Based on the sub-department that the team leader is in charge of, identify the functional knowledge and skills required of the team leader to be ready to lead the sub-department to perform

(LCP+LCVP+TeamLeaders)

- Transit managerial skills (TS implementation) to the successor in order to have the mindset that 70% of TL responsibility is implementing TS.
- Make sure to have practical transition or shadowing when transiting practical managerial skills (hosting team meeting, accountability system, PDP, O2O, LEAD Space, team working time, team review.)

→ **When to do it:**
Starts from the moment the TL gets selected and goes on until the his/her Term starts.
Frequency of Transition in a week: LCP - three days per week; LCVP - twice per week; Team Leaders - weekly. Frequency may increase depending on the competence level of the successor.

8.2 Documents and Tools Transition

- Based on the final departmental report and final departmental review, identify the useful tools which enable performance and the important document required for the department.
- Compile the reports (hard copy or soft copy) and the tools into the departmental folder (eg., Google Drive) or a pocket file.
- According to the transition schedule, explain to the successor how to use the tools, documents and reports in operation.

→ **When to do it:**
Shared and Transferred on the 1st Transition Meeting.

8.3 Suggestions of Next Steps and Way Forward

- Based on final departmental report and final departmental review, identify the necessary way forward.
- With the way forward created, explain to the successor how it can help on the direction of the next term and the department's growth.
- Explain also to the successor the mistakes to avoid, not only in operation but also in leading a team and selecting a team as these can enable your successor to have a performing team.

→ **When to do it:**
Second last week of your Term (before next team's Week 0 and Team Plan).

DOs & DON'Ts and GCPs:
aies.ec/transition

9

INDIVIDUAL DEBRIEF

Principle

As a team leader, you need to understand how your team members developed based on their individual needs, strengths and weaknesses from the LDA and Personal Development Plan. You need to make sure that your members see how they only achieved this development because they work according to the JD proposed and followed the plan.

How-to for each Process:

9.1 Final LDA

- Reinforcing the importance of filling Final LDA to see the LQs development
- Reminding all members of filling LDA
- Checking LDA results of each member

→ **When to do it:**
1st Week after the Term ends, during last O2O/Individual Tracking Meeting.

9.2 Personal Development Plan Review

- Debriefing on development of Leadership Qualities of each member by the end of experience
- Reviewing members' JDs and how progress was made on that
- Reviewing performance and goal achievement of each individual
- Review feedbacks taken from the team debrief
- Setting next steps for the members in terms of career plans, based on development and performance

→ **When to do it:**
1st Week after the Term ends, during last O2O/Individual Tracking Meeting.

DOs & DON'Ts and GCPs:
aies.ec/individual-debrief

THE TEAM LEADER CALENDAR

When we compile all the Team Standards and put them together in a Timeline, this is how the Team Leader's Routine looks like.

- FROM SELECTION OF TEAM LEADER
- WEEK 0 AND FIRST MONTH

BUILDING

• Use this period to learn and prepare yourself super well. The **quality of the transition you receive is your responsibility**.

• Ideally, your Building phase touchpoints with your team need to last for **3 weeks**. If you need to readapt to make it faster, do it in a way **your members don't get overwhelmed** by the many things presented and set.
• Otherwise, don't make Building last for more than 3 weeks: **your team needs to start performing asap**.
• **Don't neglect Building**, because it's when you set the ground for Performing phase to lead your team to grow.

• The first two weeks of Performing set the tone for the rest of the term. You must ensure **the team sticks and commits to the routine** that was set, and **track performance very strongly**.
• Constant communication is key. It must be an active team experience.

From Selection of Team Leader	Week 0	Week 1	Week 2	Week 3	Week 4
• 1.1 Transition - for you, from predecessor or direct team leader. • 1.2 Core Competence & Functional Skills - through self assessment and self learning. • 2.3 Strategies - research, study and talk to people to learn.	• 1.1 Transition - for members (Induction). • 2. Team Plan - consisting of 2.1 Defining Team Purpose, 2.2 Setting (or Presenting) Goals, 2.3 Setting focus Strategies,, 2.4 Setting the JDs of each member and your own, 2.5 Setting the Operational Timeline, 2.6 Setting Budget.	• 1.1 Transition - for members (Induction) • 4.1 Practical Learning - for members to learn by doing activities on their JD. • 1.3 Team Rules - defining all principles the team will follow, the 5.1 Accountability System and the performance tracking tool, and a calendar with all the team touchpoints: 6.2 Team Meetings & 5.3 Team Weekly Reviews, the 4.2 Team Working Times, and the 5.4 Team Monthly & 5.5 Team Quarter Reviews.	• 4.1 Practical Learning - for members to learn by doing activities on their JD. Use the first 4.2 Team Working time for that. • 6.2 Team Meeting & 5.3 Team Weekly Review - to define 2.7 Team Development Goals, and start the routine of tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. • 6.3 O2O & 5.2 Individual Tracking Meeting - to explain the 2.4 JD in detail, assess 1.2 Core Competence & Functional Skills, debrief the 3.1 Initial LDA and set the 3.2 Personal Development Plan based on all the standards above.	• 4.2 Team Working Time - to push team's performance and productivity. • 6.2 Team Meeting & 5.3 Team Weekly Review - to define present first the 4.3 Team Incentive System and start pushing performance. To continue the routine of tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved.	• 4.2 Team Working Time - to push team's performance and productivity. • 6.2 Team Meeting & 5.3 Team Weekly Review - to continue the routine of tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. To do recognitions and follow up on 4.3 Team Incentive System.

- GENERAL MONTHS' ROUTINE
- MONTH AFTER QUARTER ENDS

PERFORMING

• This is how the routine of the Team Leader looks like in general months:
· Week 1 is used to **review the performance** of the past month and setting the steps that will lead the Team to achieve goals in the current month.
· Week 2 is used to do all O2Os and Individual Tracking Meetings and ensure all members are **progressing on their AIESEC Goals and Personal Goals**.
· Weeks 3 and 4 are the moment to be very focused on P**erformance Tracking, and ensuring the overall Goal Achievement**.

Week 1	Week 2	Week 3	Week 4
• **6.2 Team Meeting & 5.4 Team Monthly Review** - to cover all the Weekly Review topics, but with data from the whole month: Tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. Recognise and follow up on 4.3 Team Incentive System. To also review the points that are followed up once a month: 1.3 Team Rules, 2.1 Team Purpose, 2.3 Strategies, 2.4 JDs, 2.5 Timeline, and 2.7 Team Development Goals. • **4.2 Team Working Time.**	• **6.2 Team Meeting & 5.3 Team Weekly Review** - to continue the routine of tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. To do recognitions and follow up on 4.3 Team Incentive System. • **6.3 O2O & 5.2 Individual Tracking Meeting** - track individual performances according to 2.2 Goals and 2.4 JDs, give and collect 6.5 Feedbacks, check the achievement and set next steps for 3.2 Personal Development Plan and the development of 1.2 Competence & Skills. • **4.2 Team Working Time.**	• **4.2 Team Working Time** - to push team's performance and productivity. • **6.2 Team Meeting & 5.3 Team Weekly Review** - to continue the routine of tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. To do recognitions and follow up on 4.3 Team Incentive System.	• **4.2 Team Working Time** - to push team's performance and productivity. • **6.2 Team Meeting & 5.3 Team Weekly Review** - to continue the routine of tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. To do recognitions and follow up on 4.3 Team Incentive System.

• This is the Team Leader routine for the first month after a Quarter is finished. **It only applies to teams that last for more than 3 months**.
• The main difference is: A Team Days shall be hosted to cover all elements of Quarter Review and provide the team with a space for Enjoying Participation.

Week 1	Week 2	Week 3	Week 4
• **6.4 Team Days ti host .2 Team Meeting & 5.5 Team Quarterly Review** - to cover all the Weekly Review topics, but with data from the whole quarter: Tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. Recognise and follow up on 4.3 Team Incentive System. To review the points that are followed up once a month: 1.3 Team Rules, 2.1 Team Purpose, 2.3 Strategies, 2.4 JDs, 2.5 Timeline, and 2.7 Team Development Goals. Review 2.6 Budget, host a team 6.5 Feedback space, and have a team moment for **Enjoying Participation.**	• **6.2 Team Meeting & 5.3 Team Weekly Review** - to continue the routine of tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. To do recognitions and follow up on 4.3 Team Incentive System. • **6.3 O2O & 5.2 Individual Tracking Meeting** - track individual performances according to 2.2 Goals and 2.4 JDs, give and collect 6.5 Feedbacks, check the achievement and set next steps for 3.2 Personal Development Plan and the development of 1.2 Competence & Skills. • **4.2 Team Working Time.**	• **4.2 Team Working Time** - to push team's performance and productivity. • **6.2 Team Meeting & 5.3 Team Weekly Review** - to continue the routine of tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. To do recognitions and follow up on 4.3 Team Incentive System.	• **4.2 Team Working Time** - to push team's performance and productivity. • **6.2 Team Meeting & 5.3 Team Weekly Review** - to continue the routine of tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. To do recognitions and follow up on 4.3 Team Incentive System.

CLOSING

- FROM SELECTION OF SUCCESSOR
- LAST MONTH AND WEEK AFTER

• The Transition steps will ensure **sustainability of results** for the next team. To be done **weekly, until the next term starts**.

• The Last Month of the experience should **still be dedicated to Performing**, and Transition needs to be ensure in parallel. The term only finishes when it actually ends, not before, the TL ensures the team keeps the commitment.
• The final 2 Weeks should deliver, apart from Performance Tracking and Transition, the final Report which shall present **both achievements and unachievements**, and a proper **debriefing of the experience for the Team**.

• The final individual touchpoint can only happen after the final LDA is filled, which is after the team ends.

From Selection of Successor	Week 1	Week 2	Week 3	Week 4	Week after the Team ends
• **1.1 Transition** - for you, from predecessor or direct team leader. • **1.2 Core Competence & Functional Skills** - through self assessment and self learning. • **2.3 Strategies** - research, study and talk to people to learn.	• **6.2 Team Meeting & 5.4 Team Monthly Review** - to cover all the Weekly Review topics, but with data from the whole month: Tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. Recognise and follow up on 4.3 Team Incentive System. To also review the points that are followed up once a month: 1.3 Team Rules, 2.1 Team Purpose, 2.3 Strategies, 2.4 JDs, 2.5 Timeline, and 2.7 Team Development Goals. • **4.2 Team Working Time.**	• **6.2 Team Meeting & 5.3 Team Weekly Review** - to continue the routine of tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. To do recognitions and follow up on 4.3 Team Incentive System. • **6.3 O2O & 5.2 Individual Tracking Meeting** - track individual performances according to 2.2 Goals and 2.4 JDs, give and collect 6.5 Feedbacks, check the achievement and set next steps for 3.2 Personal Development Plan and the development of 1.2 Competence & Skills. • **4.2 Team Working Time.**	• **4.2 Team Working Time** - to push team's performance and productivity. • **6.2 Team Meeting & 5.3 Team Weekly Review** - to continue the routine of tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. To do recognitions and follow up on 4.3 Team Incentive System. • **7.1 Reporting on Results** - to compile all the data and reporting main achievements & unachievements of the team, to be presented to the LC.	• **4.2 Team Working Time** - to push team's performance and productivity. • **6.2 Team Meeting & 5.3 Team Weekly Review** - to continue the routine of tracking the 5.1 Accountability System and tool, and the 2.2 Goals achieved. To do recognitions and follow up on 4.3 Team Incentive System. • **6.4 Team Days** - to host a final team moment in which 7.2 Team Development Review is done to debrief the experience, and 7.3 Final Feedbacks are given as an input for next experiences.	• **6.3 O2O & 5.2 Individual Tracking Meeting** - to be ran after the 9.1 Final LDA is filled, to debrief the results and compare to initial score, and do 9.2 Final Personal Development Plan Review, focusing on next steps and career plan.

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