

Report “Down”

When and With Whom Might You Use This Tool?

Use this tool with each of your direct reports or subordinates. Regularly reporting down to them will create a team culture that allows and equips team members to hold themselves fully accountable. Doing this positions your team members to report to you in a straightforward and comprehensive way.

How to Use It

Write the name of a direct report or subordinate.

Preparation:

1. **Where you have failed to be fully helpful.** Record the biggest ways in the last month that you have failed to fully support and help this team member to grow or any mistakes or misunderstandings you feel you need to make right.
2. **Ways you can improve.** Identify ways you can correct the deficiencies you listed in column 1. What would you propose to do differently to become more supportive and helpful to this team member?

Execution:

3. **Share with direct report.** Meet with this person, share with them what you wrote in column 1, and offer to make the changes you identified in column 2. (You should do this on a regular cadence, either during reports they are sharing with you or at other times.)
4. **Get feedback.** Get the person’s feedback about what you have shared with them. Agree on a plan of action.

Report Down

Team Member

Preparation

Where I Have Failed

Ways I Can Improve

Execution

Feedback

Share with Report