

Leading Teams: Setting Expectations

Objectives

- Understand the importance of clear expectations
- Determine what pre-work should be accomplished before setting expectations
- Discuss the consequences of not managing expectations
- Outline the four step process when setting expectations

Definition

ex·pec·ta·tion, ekspek'tāSH(ə)n/noun:
An important task, project or goal that
requires a positive response from
others to achieve a desired result.

Benefits of Clear Expectations

Planned out = Better results

Expectations Pre-work

- Realistic?
- Fair?
- Measurable?
- Consistent?
- Can they do it?

Expectations Pre-work

- Realistic?
 - Sensible, practical, reasonable use of time and talent

Expectations Pre-work

- Fair?
 - Is it fair for all concerned
 - Free from favoritism, unbiased

Expectations Pre-work

- Measurable?
 - Should be quantified so it is clear when a goal has been reached.

Expectations Pre-work

- Consistent?
 - Is this consistent with everything else I say and do?
 - Without contradiction

Expectations Pre-work

- Can they do it?
 - Knowledgeable, skills, training, resources

Mismanaged Expectations

Q: What happens when expectations are not realistic, consistent, measurable, fair...?

Mismanaged Expectations

- Anger
 - Response to unfulfilled expectations can be anger
- Sadness
 - Feeling of being unappreciated
- Anxiety
 - Uncertain of what others' expectations are of you
- Shame
 - Failure at meeting others' expectations of you

Setting Expectations: Four Step Process

1. Communicate
2. Commitment
3. Consequence
4. Coaching

Step One: Communicate

“Big Picture”

- Share specific details
- Time frame
- Standards
- Answer the 5 W’s (who, what, where, when, why)

Step Two: Commitment

- Buy in, ownership, repeat
- Inspire mutual commitment
- Repeat it in their own and your words.

Step Three: Consequence

- What to expect when they succeed
- Accountability
- If the expectation is not met, what's next?
- If needed, revisit why we are doing this

Step Four: Coaching

- Feedback
- Recognition: person and accomplishment
- Re-identification (if needed)
- Recognition is not about you, it's about the person you assigned the task to

Questions?