

1

WHAT WORK IS MOST CRITICAL OR IMPORTANT?

Identify your most vulnerable areas for errors - client-facing? large-scale, high budget or high-profile projects?

2

WHERE HAVE THERE BEEN MISCOMMUNICATIONS OR MISSED DELIVERIES?

Identify any past problem areas that caused the most pain. Start with most recent errors or problems on projects that stand out to you.

3

WHO IS STRUGGLING TO SUCCESSFULLY DELIVER THEIR WORK?

Identify any employees who aren't meeting current expectations; whether that's missing timelines or low quality of work or not understanding what's been asked of them.



THINK YOU'RE READY? Stop and ask a few more questions:

Am I clear on the expectation I would like to set? Is it a reasonable ask? Would setting it be impactful for the team?

Am I prepared to enforce this expectation or will it just be lip service?

Is this a continual challenge for me or the team or is it a one-time thing?

Am I rushing and not properly thinking this through? Have I thought through it impacts the rest of our team?

Do I incorporate the language of "expectations" enough among our team? Will this catch anyone off guard?

Lesson 5: Setting Expectations with Your Team

Setting Expectations

To ensure that you set clear expectations and that your team members clearly understand how they will be held accountable:

HELPFUL TIPS

1. **Be clear** on what you are expecting; use concise and clear words
2. **Ask clarifying questions** up front and during such as “Do you need my help?” or “Do you need any more information?”
3. **Avoid managing the “HOW”** which allows employees to figure things out on their own and grow skills and confidence
4. **Assist in removing roadblocks**; Facilitate access to resources
5. **Be OK with the decisions you made**
6. Assess the process/outcome and **learn from each situation**

THE KEY TO ACHIEVING A SUCCESSFUL
OUTCOME IS SETTING A CLEAR EXPECTATION

YOUR NEXT STEPS

1. **Be Firm. Be Kind** - Setting expectations can be uncomfortable for a new manager, which often leads to avoiding setting them in the first place. Be firm when you talk about what's expected, while always being kind in your delivery.
2. **Don't Expect Solidarity** - Not everyone is going to agree with every decision that you make. Let them know that you realize that. And, when a decision is made, help your team understand the why behind it which will help earn their respect and cooperation.
3. **Check In** - Your level of involvement is going to vary based on the experience and talent of your team and their specific ability to deliver. Check in to the degree the project and/or the person requires.