Q01. I know what is expected of me at work.

Focus Me

Perhaps the most basic of employee needs in the workplace is knowing what success on the job looks like. Employees need to know what is expected of them at work so that they can commit, deliver and focus on what matters most.

Groups with high scores on this item are more productive, cost-effective, creative and adaptive.

Substantial gains on the first engagement element are often associated with productivity gains of 5% to 10%.

Expectations serve as an employee's point of focus, helping them know what to do and where to go. And, importantly, expectations provide direction on how each person can meet the desired outcomes of their role.

On average, **about half** of workers are not completely clear about what they are supposed to do at work.

At face value, providing focus and clear expectations for employees seems simple — but it's not.

Role clarity is much more than just a job description or a list of things to do. It is about an employee understanding their contribution, value and fit within the team.

The most effective managers define and discuss both the explicit and implicit expectations for the role and the team. Defining expectations paints a picture of outstanding performance. As a manager, you should routinely ask yourself:

✓ Are my team members always clear about what to do and when to do it?

✓ What do I hope for beyond the basics?

✓ How do I measure my team members' basic expectations?

✓ How often do I sit down with my team members to discuss their progress?

Three Types of Expectations

1 **Functional** The role's tasks, responsibilities and metrics

2 **Emotional** The expectations of the working environment and the organization

3 **Relational** The team's collective expectations and expectations of one another

Recognizing What Success on the Job Looks Like

High performance in every role starts with the manager consistently communicating expectations, the purpose of the role, a clear understanding of priorities, and objective targets for improvement and growth. This communication helps employees understand what is expected of them and why.

Engaging Conversations

The most effective workgroups consistently communicate expectations, goals, priorities, and targets of improvement and opportunity. This communication helps each person on the team understand what is expected of them and why. Asking individual employees and the collective team the following questions can help ensure that they understand what is expected of them at work, even if situations change:

- What does excellence look like in your current role?

- Are there times when you just don't know what your top priority should be? How can we as a team help one another communicate needs and priorities during these times?

- What do you get paid to do?

- How can we communicate better when work is hectic and we have to quickly move from one task to another?

- How can we be clear in terms of our expectations of others?

- What is expected of us at work? What are our essential responsibilities? How does this help you understand what is expected of you?

- List your goals for the year. What do you want to accomplish?

- Have you talked to your peers in the past six months about what they expect of you? What did you learn?

- Have you talked to your internal customers in the past six months about what they expect of you? What did you learn?

Best Practices

The most effective managers provide employees focus and direction by incorporating the following behaviors into their management style and approach:

- Define excellence in each role. Be clear on what excellence looks and sounds like.

- Communicate each employee's role and responsibilities, and ensure that the entire team knows each person's responsibilities.

- Set aside time to explain to each employee how they contribute to the team's success.

- Conduct regular team meetings to ask about the clarity of expectations as they relate to performance goals.

- Seek opportunities to provide informal feedback to clarify expectations. Help employees make sense of the changes around them and better understand how they can expect team members to respond and interpret events and issues at hand.