

Great Expectations

| Organizational | Employees | Managers | Peers | Self |
|---|--|--|--|--|
| Take initiative to solve problems appropriate to your level in the organization | Manage under-performers so they either succeed or leave | Meet the expectations of the organization and your employees | Pull your share of the load; make sure your team carries its workload with good results | Meet the expectations of the organization, your manager, and your employees |
| Have a clear understanding of the organization's mission, vision, and values and work to make them real | Provide clear information about what you (and the organization) expect them to do or accomplish | Know your responsibilities and carry them out effectively without a lot of detailed instructions | Manage the performance of your individual team members effectively and take care of performance issues when they arise | Effectively use your personal and professional power for the good of your employees and the organization |
| Use the authority of your position in an appropriate manner | Listen to their ideas, concerns, problems, and proposed solutions | Be flexible in responding to shifts in priorities or direction | Hand off work products in a way that doesn't create problems downstream | Understand your personal value system and operate within it daily |
| Select, develop, and retain a highly motivated, well-trained staff | Provide recognition and appropriate rewards for good performance | Solve daily problems on your own, using the resources available to you | Solve daily problems on your own, using the resources available to you | Use the organization's resources wisely and efficiently |
| Evaluate employees' performance and provide them with meaningful feedback | Provide them with opportunities to grow and develop in their jobs and within the organization | Suggest improvements that will help the organization be more successful | Be supportive and cooperative in your dealings with them; have a positive, "can-do" focus | Tell people what they need to know rather than just what they want to hear |
| Adhere to, support, administer, and enforce policies, procedures, and rules | Make sure they have the information, resources, and support they need to effectively do their jobs | Support their ideas and decisions without being a "yes-person" | Share information that helps others get the job done successfully; don't use information as power | Maintain a healthy balance between work and home responsibilities |
| Be flexible and innovative; accept and introduce positive changes | Give feedback about their performance that is accurate, relevant, timely, and fair | Bring issues to their attention as they arise that need to be handled at their level | Keep them informed about progress, issues, and ideas that help get the job done well | Operate effectively without the need for a lot of instructions from others |
| Provide solid leadership to employees | Use your authority appropriately, fairly, and with restraint | Carry out their instructions or directions promptly, successfully, and cheerfully | Train and develop your staff | Keep your manager in the loop about what is happening in your unit |
| Keep on top of daily activities and operations | Treat them fairly | Keep them in the loop about what is happening in your unit | Be an active member of the team, providing ideas, suggestions, and feedback | Be committed to your own and your employees' development and constant learning |
| Set specific goals for yourself and your work group | Keep them informed about things that have a bearing on their work | Train, develop, and retain your staff so the work gets done effectively and efficiently | Pitch in and help out whenever possible | Do your best, do the right thing, all the time |
| Be a self-starter, trustworthy, honest, and reliable | Be a self-starter, trustworthy, honest, and reliable | Be a self-starter, trustworthy, honest, and reliable | Be a self-starter, trustworthy, honest, and reliable | Be a self-starter, trustworthy, honest, and reliable |