

Setting Performance Expectations

Overview

This course helps leaders drive performance and accountability by helping people understand what is expected of them and gaining their commitment to achieving it. When leaders conduct effective setting expectations discussions, people feel more motivated to perform well because they see how their efforts make a difference.

Target Audience

Frontline leaders through mid-level managers

Learning Objectives

By the end of the workshop, participants will be able to:

- Ensure mutual understanding of performance expectations.
- Help others identify performance expectations that align with the organization's goals.
- Gain individual or team commitment to fulfilling the expectations in the performance plan.
- Handle challenging situations that can arise during setting expectations discussions.

Competencies

- Aligning Performance for Success

Course Content

- **Discussing Expectations:** Learners are introduced to the performance cycle and connect setting effective expectations with achieving the organization's goals and strategies. Leaders share challenges that they have faced in setting expectations discussions. A video demonstrates what can go wrong when discussing expectations. Leaders learn the purpose of setting expectations discussions: achieving understanding, alignment, and agreement. Learners discuss the importance of clear expectations and review the criteria for SMART objectives.
- **Doing It Right:** Participants review the use of Interaction Process skills to conduct setting expectations discussions. Learners use a Discussion Planner to analyze a model of a leader setting expectations for an objective that is difficult to meet. Participants analyze a model of a leader setting a behavioral expectation to support that objective. In an optional exercise leaders prepare and practice leading a setting expectations discussion using the situations they identified in prework.
- **Tracking and Next Steps:** Learners review tips for tracking performance. They discuss the importance of STAR and STAR/AR in providing feedback and the opportunities to find STARs. Referring to the challenges of setting expectations discussions they identified earlier, group members develop solutions to address those challenges back in the workplace.

Who Needs to Take This Course?

1. Do your leaders struggle with the "human side" of the performance management process?
2. Do they fail to achieve the purpose of expectations discussions—understanding, alignment, and agreement?
3. Are leaders providing the feedback and support employees need to meet their objectives?

4. Do leaders spend too much time coaching for improvement because people aren't committed to their performance plans?

Format / Length of Course

Format: Classroom

Length: 4 hours

Cost

\$60 per participant for materials

Required

Coaching & Feedback Track

Prerequisites

Feedback Essentials

Related Workshops

- Adaptive Leadership
- Coaching for Success

Pre-Work Required?

Yes

Manager Actions Required

Pre-Class:

- Talk with your employee about strengths and developmental opportunities related to the competencies.
- Relate the information from the course to their job specific responsibilities.
- Ask the employee how they believe they will benefit from the workshop.

Post-Class Support:

- Have a discussion with the employee about their impression of the workshop.
- Help the employee identify situations where they can apply the course content.
- Give the employee feedback about how they are demonstrating the behaviors