

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