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

Gallup’s research shows that many great workplaces have defined the right outcomes; they set goals for their team members or work with them to set their own goals. They do not just define the job but define success on the job.

For team members to be aware of their expectations, they should have a way to rank, rate, or count as many of the desired outcomes as possible. Also, these measures of performance should fit with what the rest of the organization is saying and doing.

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**Ask yourself**

- What are the measures used to evaluate the performance of our team and of each other?
- How do I set objectives with my team?
- How often do I sit down with my team members and discuss their progress?

**Ask your team members**

- What do you get paid to do?
- How does this help us achieve our team’s goals?
- List your personal goals for the year. What do you wish to accomplish?
- Name 5 expectations that you feel are appropriate for our organization to have for your position and the outcomes of your work.
- What are the standards for a "great" performance in your role? What are your points of comparison?
- Have you talked to your peers in the past 6 months about what they expect of you? What did you learn?
- Have you talked to your internal customers in the past 6 months about what they expect of you? What did you learn?
- What do you expect from people on your team or your internal customers?
- Do you think they are aware of these expectations? How do you communicate your expectations to them?
- What are the best ways to communicate what is expected of you?
- What does excellence look like in your current role?
Some best practices

- Schedule a goal-setting meeting at least twice a year with each team member. Set goals in measurable terms.
- Schedule short, 10-minute “sunrise meetings” to provide clarity on transactional matters: prioritize, identify problems, and communicate progress.
- Circulate “team notes” every week with a quick recap of events that might be of interest to the team. Use any media that is appropriate such as a chart pad or Intranet page.
- Ensure that team member performance reviews address the following three questions:
  - Where are we going (our team’s vision or outcomes)?
  - What do we believe in (our team’s guiding values or principles)?
  - Why do we exist (our reason for being, mission, or purpose)?

Notes