



# Setting Goals and Expectations

A hybrid team's success depends on clarity in roles and well-articulated goals and expectations, both for the department/unit and for each employee.

- Goals are focused on results and outcomes.
- Individual team member goals align with department/unit level goals.
- Roles and responsibilities are clear and understood by all.
- Expectations align with values and norms.
- Goals are clear and consistent. If plans change too frequently or unpredictably, this can cause confusion, lead to loss of productivity, and impact team morale.
- Goals are visible and progress is measured regularly.

*Using goals to ensure individual and team success is the collective responsibility of all individuals, but managers and employees have distinct roles and responsibilities as relates to goals and expectations. A few of these are listed below.*

Manager Responsibilities	Employee Responsibilities
<ul style="list-style-type: none"><li>• Ensure goals are specific, measurable, achievable, relevant, and time-bound (<b>SMART</b>).</li><li>• Set clear expectations for quality and success.</li><li>• Measure based on outcomes and results instead of traditional visual cues of presence in office or computer screens.</li><li>• Assess progress and goals periodically.</li><li>• Help the team see the relevance and 'why' of the goals.</li><li>• Establish tools and systems to help ongoing assessment of progress.</li></ul>	<ul style="list-style-type: none"><li>• Ensure goals are specific, measurable, achievable, relevant, and time-bound (<b>SMART</b>).</li><li>• Ask questions to ensure you understand manager's expectations and know what success would look like.</li><li>• Get clarity on alignment and relevance of goals.</li><li>• Meet goals and expectations on time.</li><li>• Use mutually agreed upon tools and systems to provide regular updates.</li><li>• Take initiative for continuous improvement and seek excellence.</li></ul>