

How to clearly set and communicate expectations as a manager

Manager/FRO and staff member

1. ROLE AND RESPONSIBILITIES		
Supervisee	Supervisor	Information/observable behaviours
As a team member, this is how I see myself in the team	As your supervisor, this is how I see you in the team	Behaviours I expect to see from the other side

2. EXPECTATIONS FROM BOTH SUPERVISOR AND SUPERVISEE

Supervisee	Supervisor	Information/observable behaviours
<p>As a team member, this is what I expect from my supervisor</p>	<p>As your supervisor, this is what I expect from you</p>	<p>Behaviours I expect to see from the other side</p>
<p>As a team member, this is what my supervisor can expect from me</p>	<p>As your supervisor, this is what you can expect from me</p>	

3. BASIS OF THE PROFESSIONAL RELATIONSHIP

Supervisee	Supervisor	Information/observable behaviours
<ul style="list-style-type: none"> • Basis of the relationship with my supervisor • My working style • My goals and priorities • My decision-making style (what I need in order to take decisions) • My behaviour under stress • What I need to keep myself motivated in difficult times • This is how I deal with frustration in difficult times • Other important information not covered above 	<ul style="list-style-type: none"> • Basis of the relationship with the team member • My management/working style • My goals and priorities • My decision-making style (what I need in order to take decisions) • My behaviour under stress • How do you keep yourself motivated in difficult times? • How do you deal with frustration in difficult times? • Other important information not covered above 	<p>Non-negotiable items</p> <hr/> <p>Current way of doing things vs. new way of doing things as of today (Space reserved for changes that need to be introduced by the <u>supervisor</u> in the workplace/professional relationship)</p>

4a. EFFECTIVE COMMUNICATION BETWEEN SUPERVISOR AND SUPERVISEE – COMMUNICATION STYLES

Supervisee	Supervisor	Information/observable behaviour
<p>My communication style is:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Direct and Assertive: I want small talk and get down to business quickly; I focus on results; I value straightforward and action-oriented communication <input type="checkbox"/> Analytical and Logical: I need detailed and analytical explanations; I focus on accuracy; I value detailed and fact-based communication <input type="checkbox"/> Supportive and Empathetic: I value emotions and relationships; I focus on feelings; I am sensitive about how things are said to me <input type="checkbox"/> Systematic and Organized: I need time and space to think things through; I focus on efficiency; I value organized and systematic communication <p>My preferred way to learn about performance issue is:</p> <ul style="list-style-type: none"> <input type="checkbox"/> I would like my supervisor to provide direct and specific feedback on performance issues and how to improve <input type="checkbox"/> I would like my supervisor to discuss performance issues with me by showing detailed information and offering a point-by-point analysis of performance areas needing improvement <input type="checkbox"/> I would like my supervisor to approach me by offering supportive and developmental feedback with a focus on improvement and deliver a balanced and supportive feedback to encourage improvement <input type="checkbox"/> I would like my supervisor to present the performance issues in a structured and organized manner and discuss together a structured plan to solve the problems <p>My preferred method for addressing disagreements is:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Frank and direct discussions not paying special attention to the feelings of the other person <input type="checkbox"/> Objective and fact-based dialogue to address disagreements <input type="checkbox"/> Paying a lot of attention to the feelings of the other person when navigating disagreements <input type="checkbox"/> Structured problem-solving session to address disagreements 	<p>My communication style is:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Direct and Assertive: I want small talk and get down to business quickly; I focus on results; I value straightforward and action-oriented communication <input type="checkbox"/> Analytical and Logical: I need detailed and analytical explanations; I focus on accuracy; I value detailed and fact-based communication <input type="checkbox"/> Supportive and Empathetic: I value emotions and relationships; I focus on feelings; I am sensitive about how things are said to me <input type="checkbox"/> Systematic and Organized: I need time and space to think things through; I focus on efficiency; I value organized and systematic communication <p>My preferred way to learn about performance issue is:</p> <ul style="list-style-type: none"> <input type="checkbox"/> I would like my supervisee to provide direct and specific feedback on the performance issue, so that I can provide some support to the staff member <input type="checkbox"/> I would like my supervisee to discuss performance issues with me by showing detailed information of the performance area needing improvement, so that I can provide some support to the staff member <input type="checkbox"/> I would like my supervisee to approach me by asking for supportive and developmental feedback with a focus on improvement, so that I can provide some support to the staff member <input type="checkbox"/> I would like my supervisee to present the performance issues in a structured and organized manner, so that I can provide some support to the staff member <p>My preferred method for addressing disagreements is:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Frank and direct discussions not paying special attention to the feelings of the other person <input type="checkbox"/> Objective and fact-based dialogue to address disagreements <input type="checkbox"/> Paying a lot of attention to the feelings of the other person when navigating disagreements <input type="checkbox"/> Structured problem-solving session to address disagreements 	<p>Information/observable behaviours about the communication styles that will contribute to an ongoing dialogue between the two sides</p>

4b. EFFECTIVE COMMUNICATION BETWEEN SUPERVISOR AND SUPERVISEE – FEEDBACK

Supervisee	Supervisor	Information/observable behaviour
<p>This is my preferred way to <u>spea</u>k about problems with my supervisor</p>	<p>This is my preferred way to <u>spea</u>k about problems with the team member</p>	<p>Information/observable behaviors that will indicate communication is effective between the two sides</p>
<p>This is my preferred way to <u>get feedback</u> from my supervisor</p>	<p>This is my preferred way to <u>get feedback</u> from the team member</p>	

5. CONTINUOUS LEARNING FOR PROFESSIONAL DEVELOPMENT

Supervisee	Supervisor	Additional information
<p>As a team member, these are the skills and competences that I would like/need to develop in the next 12 months</p>	<p>As a supervisor, these are the skills and competences I believe could be beneficial for my supervisee to develop in the next 12 months</p>	<p>Additional information in relation to the professional development of the team member</p>
<p>As a team member, this is my professional/career development objective for the next 1-3 years</p>		